



Downtown Master Plan 2023

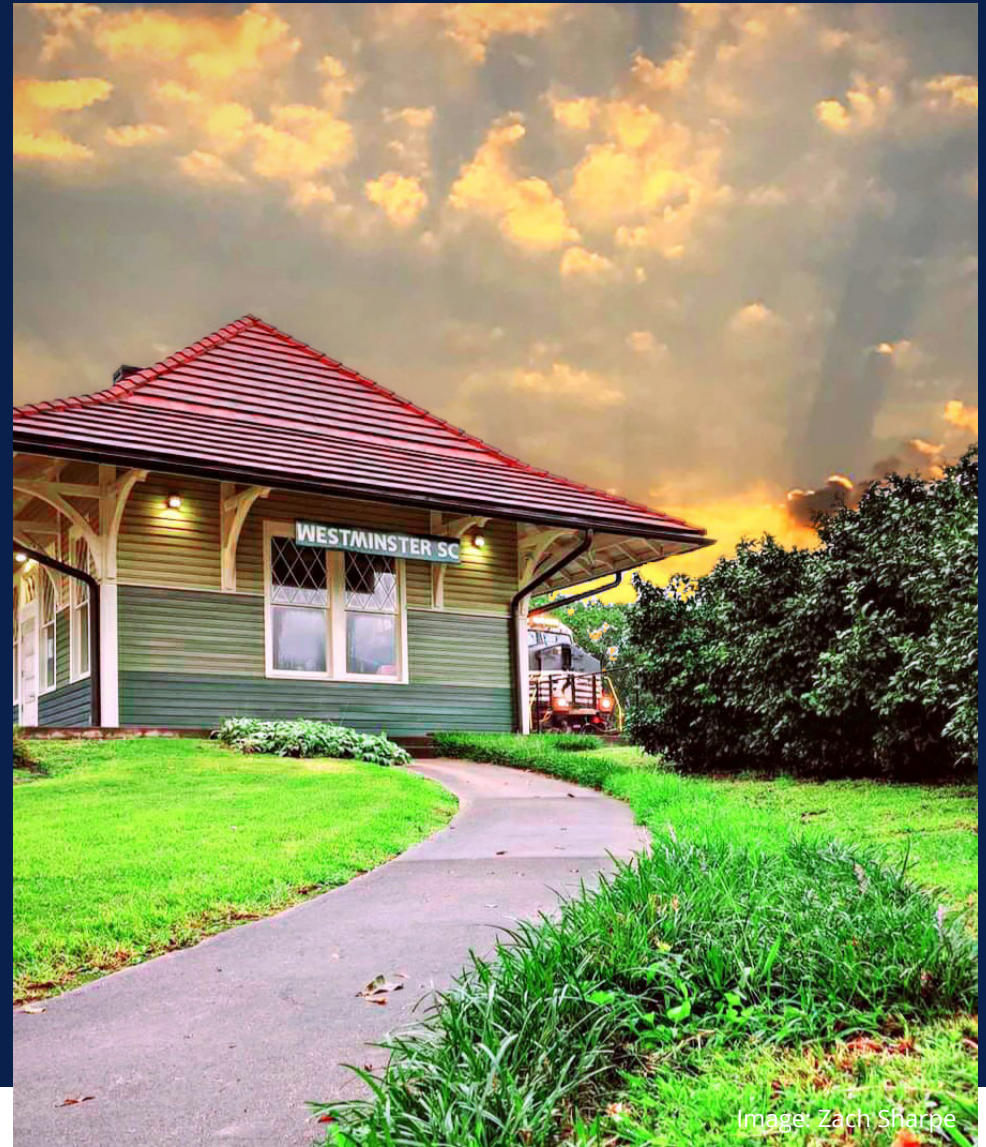


Image: Zach Sharpe

Prepared by Bolton & Menk, Inc.



**BOLTON
& MENK**

Real People. Real Solutions.



downtown strategies

STUDIO
MAIN

MASTER PLAN | APRIL 18, 2023



Image: Brian F. Ramey

Change is inevitable. The key is to encourage and develop the changes in our town so that we have a sustainable and prosperous future which addresses the needs, as well as the desires of our community.

Westminster is changing. It is our responsibility, as stewards of the city, to ensure that we prepare for these changes and the accompanying growth, while ensuring that these changes reflect our core values and protect our character.

We are in the process of laying a solid foundation for the successful future of our town. We have made major decisions and implemented policies in the last few years to ensure the success of those who come after us, which include:

- Completion of an updated Comprehensive Plan.
- Upgrading our Future Land Use Map.
- Upgrading our Zoning classifications.
- Adopting and implementing a solid Property Maintenance Code.
- Completely upgrading our electrical infrastructure.
- Upgrading our water and sewer systems.
- Broadband internet is now being installed as well.

This Downtown Master Plan is one of the most crucial, and visible, elements we need to ensure that the work we have been doing will culminate into a sustainable, well planned, and inspirational downtown district. This gives us the ability to shape our town into what we all desire it to be.

The input for this project has been inspiring in itself. Local residents, business owners, many different age groups and educational backgrounds have all contributed to help develop this Plan. The majority agree that protecting the natural beauty and historical significance of Westminster, while also accommodating the needs for future entrepreneurs and visitors can be done.

As long as we continue to work together, grow together, and support our community, Westminster will always be a Hometown we can each be proud of.

- MAYOR BRIAN F. RAMEY

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Within the Context of a Region

The City of Westminster, South Carolina is located in southwestern Oconee County, twelve miles from the Georgia - South Carolina border and is nestled in the foothills of the Appalachian Mountains. The residents of Westminster enjoy a high quality of life which is reflected in lower cost of living, affordable home prices, and proximity to many of the recreational amenities many people desire—such as the Appalachian Mountains and three beautiful Lakes: Hartwell, Jocassee, and Keowee.

Westminster was established in 1874 upon completion of the Atlanta - Richmond Railway (now Norfolk Southern). The community was known as Westminster as early as 1836 when records show that there was a Westminster School. Along with the railroad, a post office was established in June of 1874. The city was officially chartered on March 17, 1875.

The surrounding area is mostly rural and historically agricultural in nature, although it has become more developed over the last decade.



The City of Clemson and Clemson University are 16 miles from Westminster, the City of Seneca is eight miles east, and the City of Greenville is 45 miles to the east. Oconee County and Westminster have grown steadily during the past decade, spurred by the growth of the Appalachian Region along Interstate 85 which is now recognized nationally as a development "hot-spot". The I-85 corridor, running from Charlotte, NC to Atlanta, GA is one of the fastest growing regions in the United States. This corridor is characterized by strong economic growth, job creation, and low unemployment and a high quality of life.

With a council form of government, the City provides complete municipal services and utilities to its approximately 2,700 residents, with its public works, street & sanitation, recreation, police, and fire departments. Westminster is home to the South Carolina Apple Festival and SC Bigfoot Festival.

City of Westminster



Downtown Master Plan Study Area

Known as the “Gateway to Mountain Lakes Region,” and being located within the foothills of the Blue Ridge Mountains, Westminster benefits from three highly traveled state highways running directly through the City’s downtown.

By capitalizing on the area’s natural resources of beautiful scenic rivers and forests, a great potential exists with the revitalization of this commercial district and the resulting impact on local businesses. A strategic vision is a vital first step in the City’s intent to make investments that will uplift the area’s economic viability, benefiting all of Westminster’s residents. The development of a downtown master plan will guide local government and business leaders by identifying catalyst projects that could redefine the downtown area.

Westminster’s most recent population count is 2,363 (2021 United States Census Bureau). The city is centrally located within Oconee County, where approximately 70% of the county is rural and half of the land is made up of national forest. The Downtown Master Plan will be specific to the City of Westminster’s commercial downtown area.

On July 18, 2022 Westminster was awarded an Appalachian Regional Commission (ARC) Non-construction project grant to complete the Downtown Master Plan.

The Downtown Master Plan project will represent the most practical and beneficial way to achieve economic growth for the downtown area.

Key focus areas for the plan include:

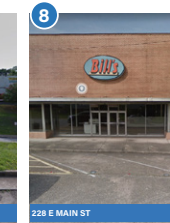
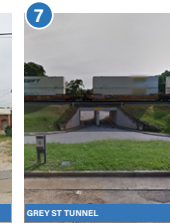
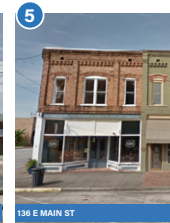
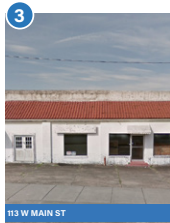
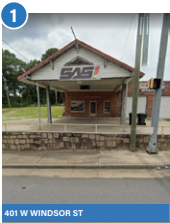
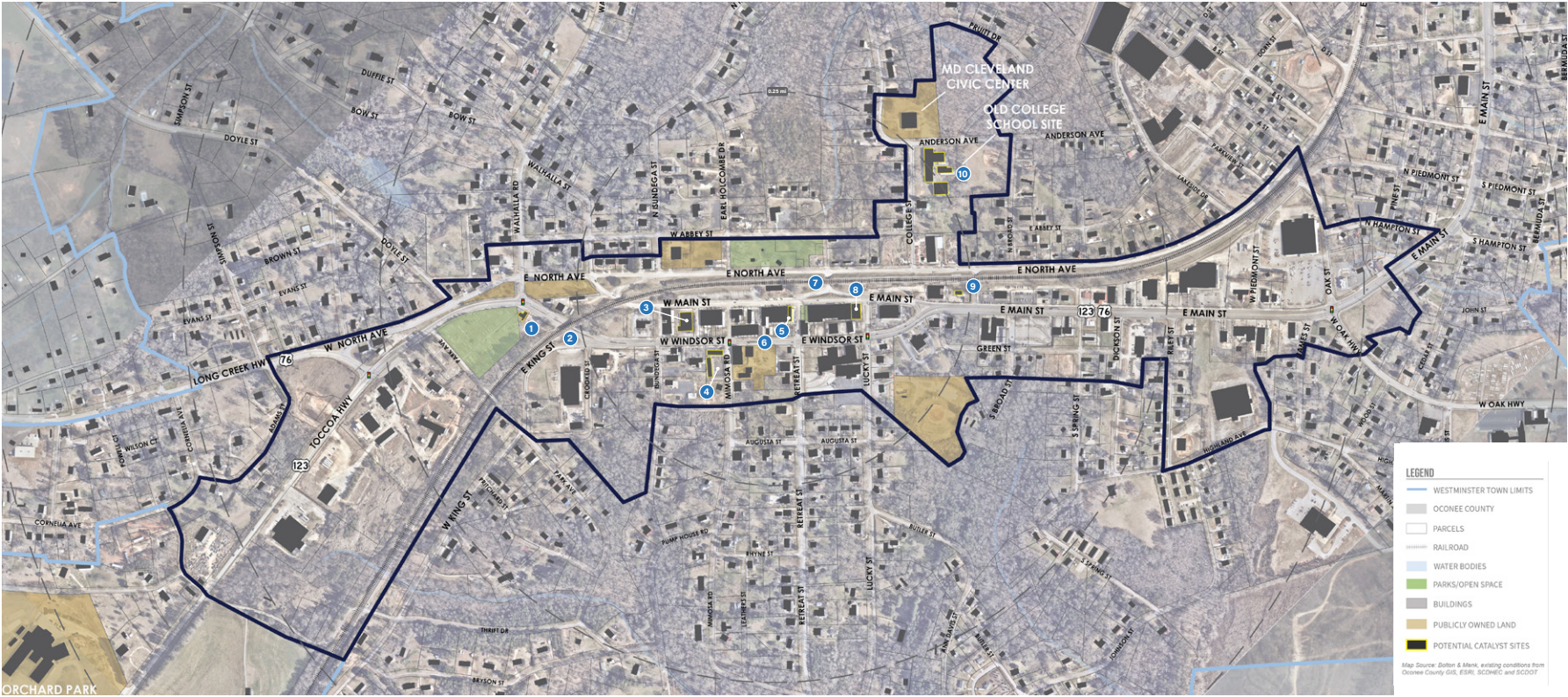
- Westminster’s Main Street - recently turned over to the City by the South Carolina Department of Transportation (SCDOT) as well as several side streets off of Main Street. The Downtown Master Plan gives insight to making Main Street more pedestrian friendly, enhancing public spaces, and conceptual ideas for the renovation of some of the buildings.
- The Old College School site, abandoned for decades, has been a blight on the City and is underutilized space just a few blocks from Downtown. The school building is directly next to the MD Cleveland Civic Center that serves as a community hub for recreation. The site is poised for re-envisioning as a functional mixed-use or commercial building.
- Main Street/Grey Street Tunnel - located beneath Norfolk Southern (NS) railroad tracks. Connections across the tracks to adjacent neighborhoods are limited and vehicular focused and efforts for a more pedestrian friendly design is needed.
- The plan will also address conceptual ideas for several other downtown sites or buildings as potential project catalyst sites for implementation.

The City of Westminster’s priority list of goals and strategies include:

- Promotion of long-term economic development that increase revenue and income;
- Support of the revitalization of the downtown;
- Retaining residents and attracting newcomers to downtown and Westminster as a whole.

The project study area for the Downtown Master Plan has been defined by the areas that surround the historic core, eastern and western gateways, and the former college site just north of the railroad. Catalyst sites are properties that have the potential to influence additional positive reinvestment in the downtown.

Project Study Area & Potential Catalyst Properties



PAST PLANNING EFFORTS



Background Research - Review and Analyze

The project team reviewed prior documents, plans, zoning ordinance and current revision efforts, documents, and images for the area.

COMPREHENSIVE PLAN

ZONING ORDINANCE

OTHER PAST STUDIES,
IDEAS, & REPORTS

The project team researched jurisdictional codes, maps and plans as they relate to:

ZONING

LAND USE

TRANSPORTATION

ENVIRONMENTAL
CONDITIONS

PUBLIC
UTILITIES AND
INFRASTRUCTURE

ECONOMIC
AND MARKET
READINESS

Previous Planning Studies

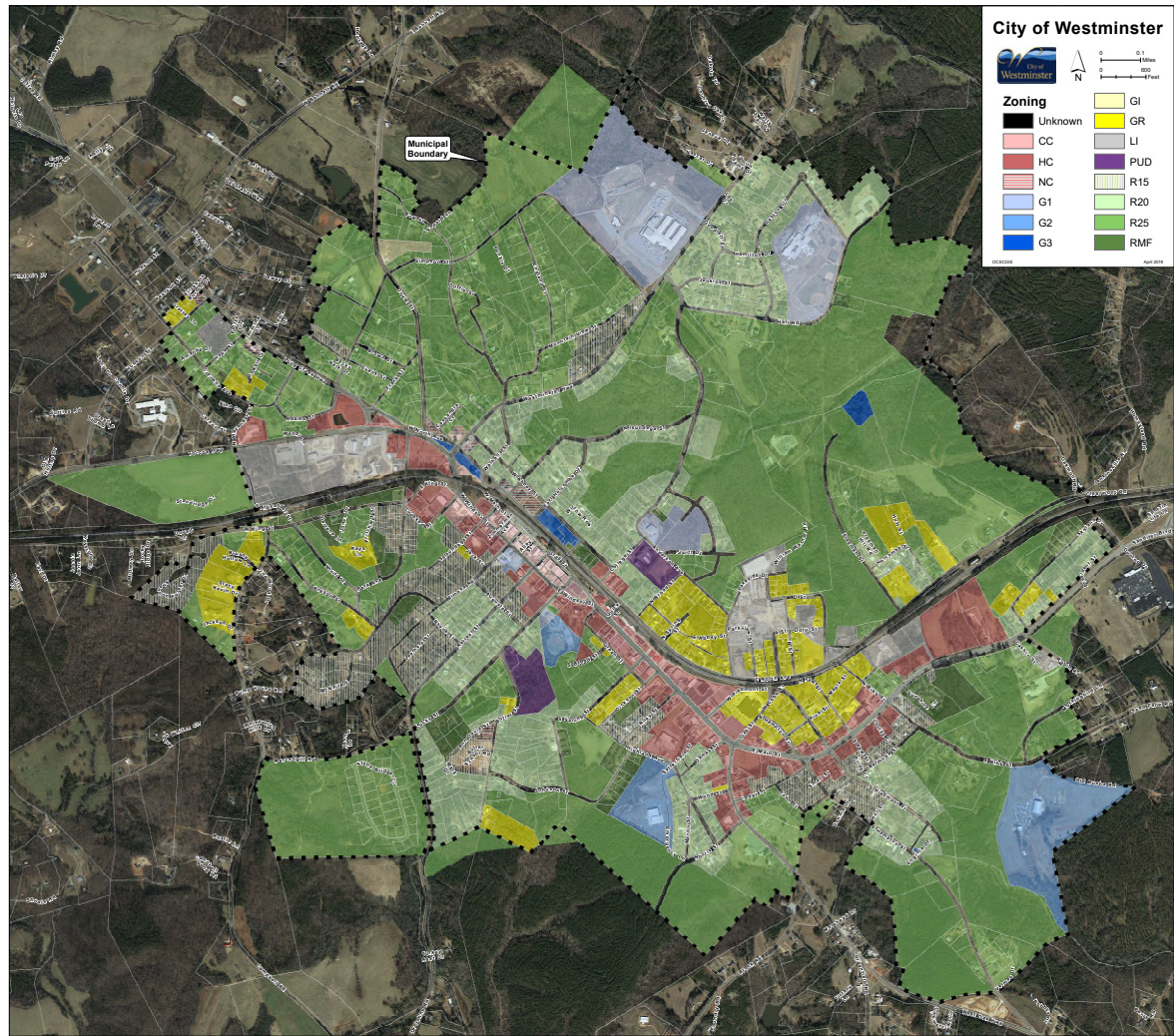


Downtown Streetscape



- Developed in 2015 by Wood+Partners, Inc., the conceptual streetscape plan includes improvements to Main and Windsor Streets, from Lucky Street to the east and Isundega Street to the west.
- Improvements to the Grey Street tunnel and public and private parking lots were included in the plan with cost estimates included for budgeting purposes only.
- Over the years, several streetscape studies have been performed for the City of Westminster. Implementation of these plans has been lacking in the past.
- The goals have been primarily to soften the landscape, close some of the parallel streets, and update the Grey Street underpass.

Westminster Zoning Map 2019



THE CITY OF WESTMINSTER IS CURRENTLY UNDERGOING A ZONING UPDATE.

113 W. Main

113 WEST MAIN IS A CATALYST PROJECT FOR REDEVELOPMENT

- Targeted Brownfields Assessment Application was submitted in FY2021 to EPA Region IV. At the time the application was not accepted, but it could be a better candidate after this downtown master plan is complete.
- A Phase I Environmental Site Assessment has been completed at this location and several Recognized Environmental Conditions (RECs) were noted in the April 2018 report completed by Mill Creek Environmental.



Westminster, SC Code of Ordinances

WESTMINSTER HAS A WEB PUBLISHED CODE OF ORDINANCES MOST RECENTLY PASSED MAY 10, 2022. WESTMINSTER IS CURRENTLY WORKING THROUGH UPDATES TO SECTION XV THE LAND USE SECTION OF THE CODE. ADDITIONAL ZONING DISTRICTS CURRENTLY UNDER CONSIDERATION INCLUDE NEW TYPES OF RESIDENTIAL.

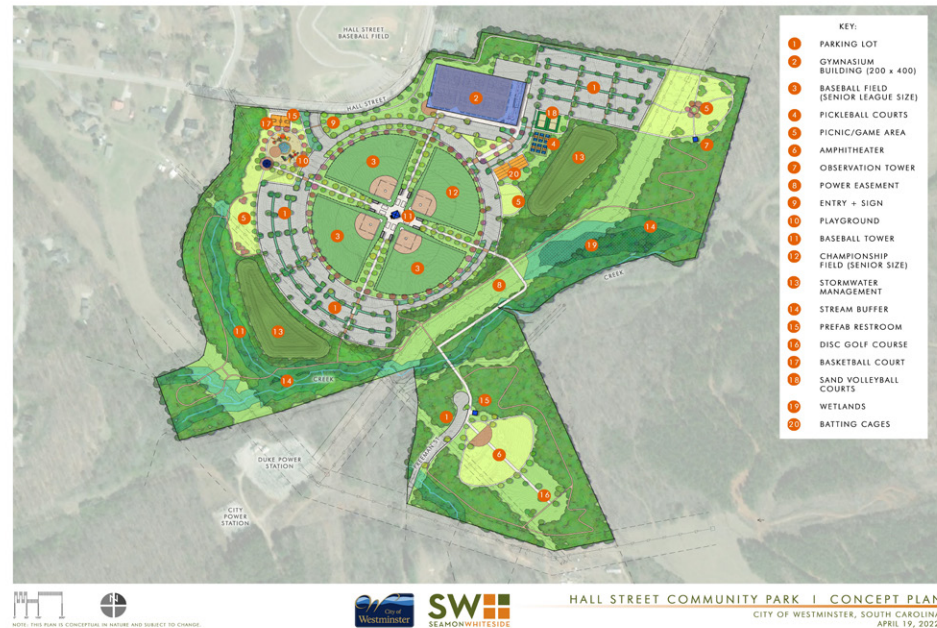
- Additional Zoning Districts are being considered including new types of residential zoning to address smaller lot sizes as well as a rural district that accommodates agricultural land uses. Additionally, the City is developing a mixed use district.
- Westminster is developing a mobile home ordinance and short-term rental ordinance.
- Westminster is rewriting their nonconforming uses section.
- Westminster is developing an accessory dwelling unit section.
- Westminster is adding to the powers and duties section for the board of zoning appeals.



Hall Street Community Park Conceptual Design

THIS DEVELOPMENT IS FOR A VACANT 80-ACRE PROPERTY THAT WESTMINSTER WOULD LIKE TO PUT A RECREATION FACILITY ON TO SERVE BOTH LOCAL AND REGIONAL NEEDS, ATTRACTING TRAVEL TEAMS TO THE AREA.

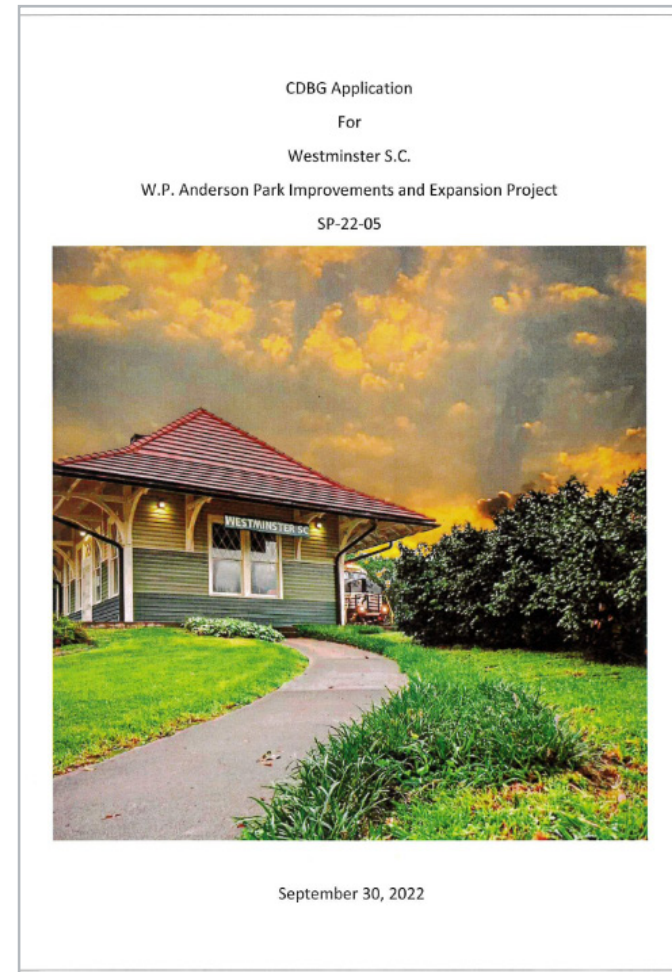
- This location within the state is an area needing recreational opportunities.
- Westminster is currently working on leveraging funds for Phase 1 which includes four baseball fields, bating cages, a loop road and parking, playground and splash pad, basketball court, picnic shelter, restroom, nature trails, and a detention pond.
- This project is outside of the study area and a little over a mile from the heart of downtown. Consideration to the location of this project and future connectivity will be considered within this downtown master plan project.
- Currently there is a narrow sidewalk along Anderson Avenue from the MD Cleveland Civic Center to the vacant parcel.



W.P. Anderson Park Improvements and Expansion Project

THIS APPLICATION WAS SUBMITTED IN SEPTEMBER 2022 AND WESTMINSTER WAS AWARDED THE GRANT IN DECEMBER 2022. THE CITY IS CONTINUING TO LEVERAGE INVESTMENT FOR THIS PROJECT.

- Goal: To expand the existing park to include new playground equipment that is accessible for all and to specifically design the playground area for children on the Autistic spectrum. Included in the design will be shade structures and passive sitting areas.
- Residents identified upgrades to downtown assets as a public priority during a summer 2022 public hearing.
- \$250,000 from CDBG funds
- \$46,300 local match with City funds



Economic Development Incentive Program

WESTMINSTER HAS A WEB PUBLISHED ORDINANCE FROM OCTOBER 11, 2022 ESTABLISHING AN ECONOMIC DEVELOPMENT INCENTIVE PROGRAM. THE INTENT IS TO ENCOURAGE PRIVATE INVESTMENT IN THE INCENTIVE AREA WITHIN THE CITY OF WESTMINSTER.

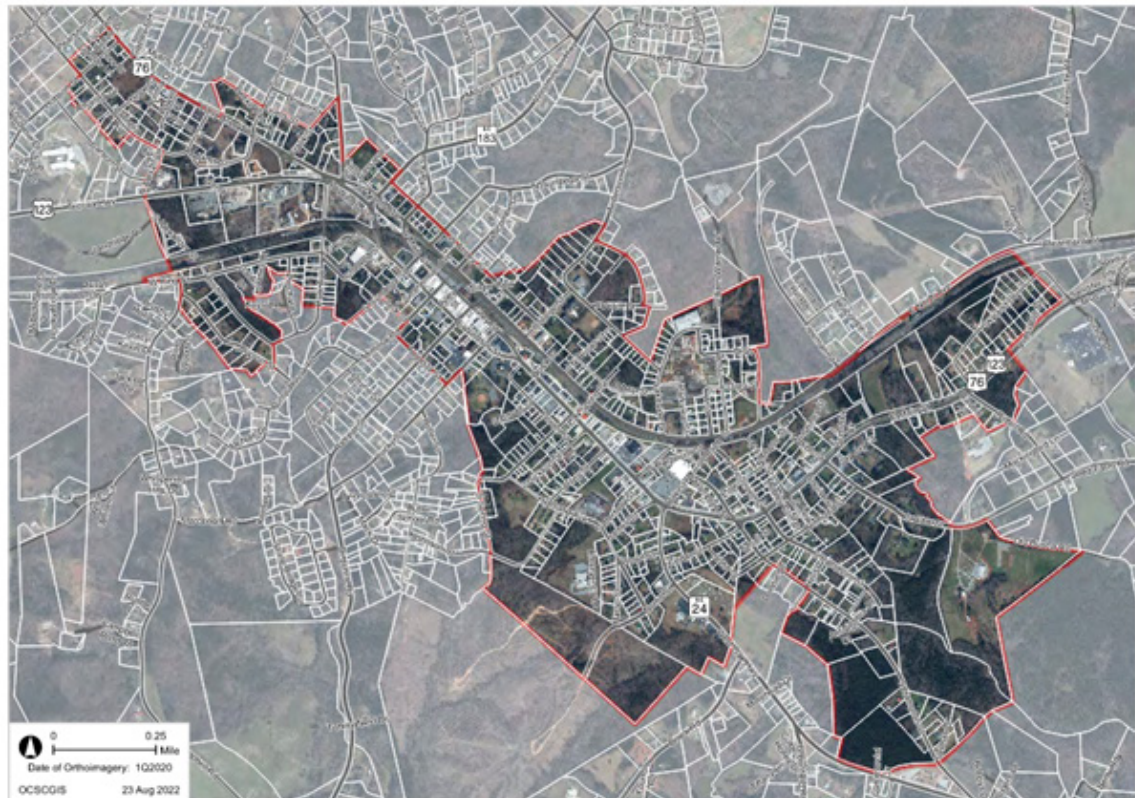
This ordinance was developed to help implement the goals of the City's Comprehensive Plan, to help promote construction of new buildings or redevelopment of existing buildings, and to support new categories of businesses that will increase commercial activity.

Westminster has enacted the Bailey Bill which is a special property tax assessment tool available to cities to abate property tax on historic properties. Essentially, for a period of up to 20 years a local government can lock in an assessment rate to a property based on the value prior to rehabilitation.

Additional state incentives are acknowledged as eligible to be included with any of the other incentives or by themselves including the following:

- Abandoned Building Revitalization Act credits
- Textiles Revitalization Act credits
- Fire and sprinkler tax credits

City of Westminster - Incentive Area Map 2022



Westminster, SC Comprehensive Plan Five-Year Update



THE COMPREHENSIVE PLAN WAS ADOPTED ON JULY 17, 2017 AND IN 2022 A FIVE YEAR PLAN UPDATE WAS COMPLETED.

This update includes data provided from the 2020 Decennial Census and estimated data from the 2019 American Community Survey that was available during this update. The future land use map established within this process identified a boundary outside of the city limits for review that reflects the actual land use as opposed to the current zoning designation by the County. Currently Westminster Planning Commission is working through a deeper analysis by parcel for recommendation to City Council.

According to the US Census, Westminster's population has been declining since 1980. Alternatively, the trend across Oconee County reflects an increase in population at a rate slower than the state as a whole. The median age in Westminster is younger than Oconee County.

The annual income continues to be low to middle-income with approximately 42% of households earning below \$25,000. Westminster has a significantly higher population of individuals that are living below the poverty level, with the majority of persons under 18 years of age being affected. The update reiterates the goal to take inventory of natural resources within the city limits and the goal to improve mobility of their residents.

Downtown improvements are mentioned as a priority investment that incorporates public input to enhance the downtown and these are estimated to cost between \$3 and \$10 million. Upcountry Fiber will extend high speed internet throughout downtown Westminster. This five-year update acknowledges the addition of a resilience section per the 2020 amendment to the SC Local Government Comprehensive Plan.

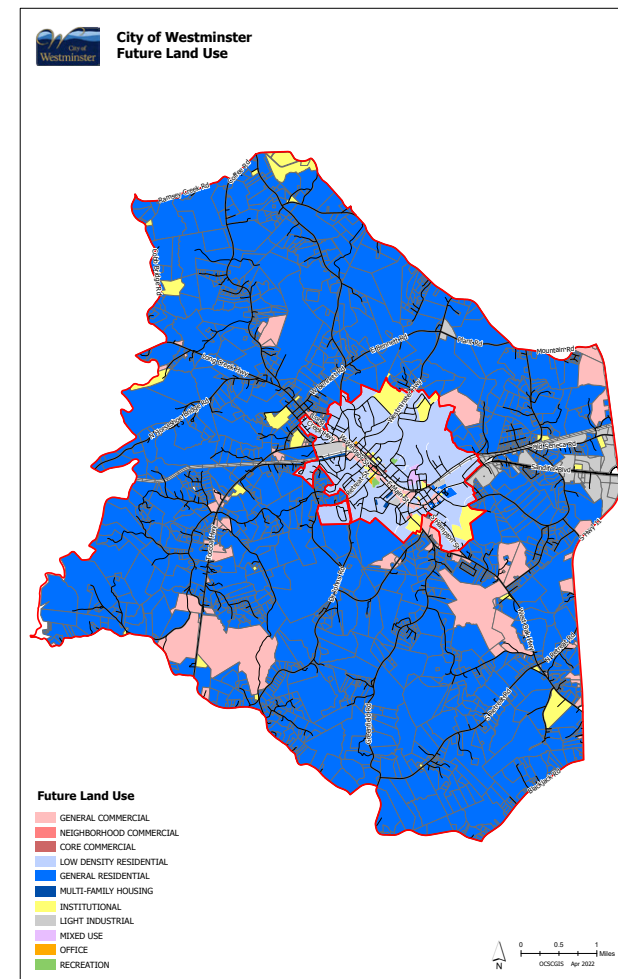
Noteworthy for the downtown master plan are the following:

- FEMA funding through SCEMD for backup generator systems for critical facilities at City Hall, the Apple Tower water tank (both in the master plan area), Hwy 76 pump station and the Utility Shop (not in the mater plan area).
- Early warning systems for inclement weather should be implemented.
- Water conservation and water system improvements for drought conditions should be addressed.
- Infrastructure improvements to roads and low water crossings should be considered within the downtown area with design improvements.

Working collaboratively with regional partners for economic diversity is recommended and identifying those opportunities is included in this downtown master plan.

Westminster Future Land Use Map 2022

THE FUTURE LAND USE MAP WAS DEVELOPED BY THE WESTMINSTER PLANNING COMMISSION AS PART OF THE 5-YEAR COMPREHENSIVE PLAN UPDATE. IN 2023, THE CITY IS GOING TO CONTINUE TO WORK TOWARDS AN UPDATE TO THE FUTURE LAND USE MAP THAT REFLECTS HOW THE CITY WANTS TO GROW.



MARKET ANALYSIS

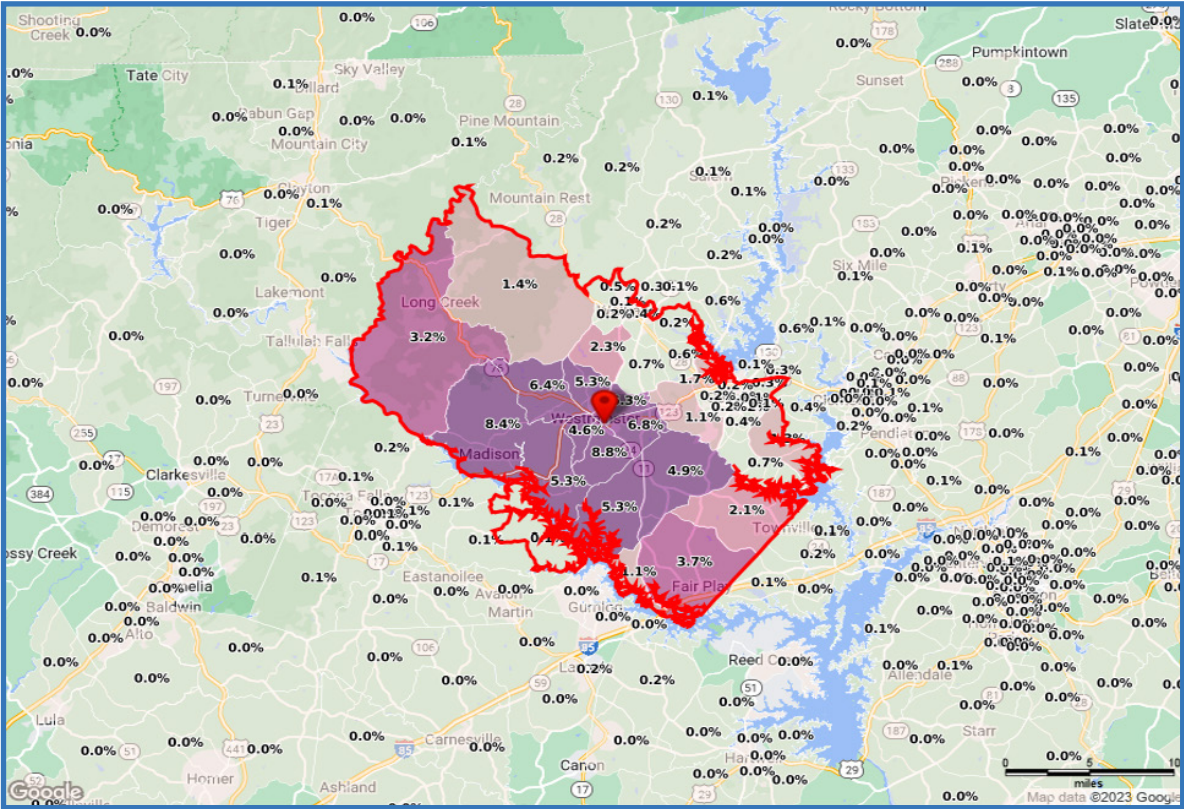



Image: Scott MacInnis

Market Analysis

MOBILE DATA COLLECTION

Mobile data tracking uses data collected from mobile phone users who have agreed within their apps and phone settings to enable location information. This technology includes mobile phone data with latitude and longitude points that are accurate to approximately 20 feet. Data inputs are updated as quickly as every 24-hours. The data shown includes shoppers who visited the defined location during a 1-year time period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data. This information is used to optimize your trade area, analyze business locations, compare frequency of visitors, and more accurately predict business success. This data is intended to support the trade area but does not solely define the trade area.





The location tracked was Ingles Market for the time period of January 2022- January 2023.

Location Name	Ingles Markets	Estimated Annual Visits	224,209
Address	1049 East Main Street	Repeat Visitors	39%
City, State	Westminster, SC	Tourist Visits	2.3%
Category	Grocery	Average Distance From Home	4.84 mi
Brand	Ingles Markets	Average Dwell Time	13 min

Custom Trade Area Demographics

CUSTOM TRADE AREA

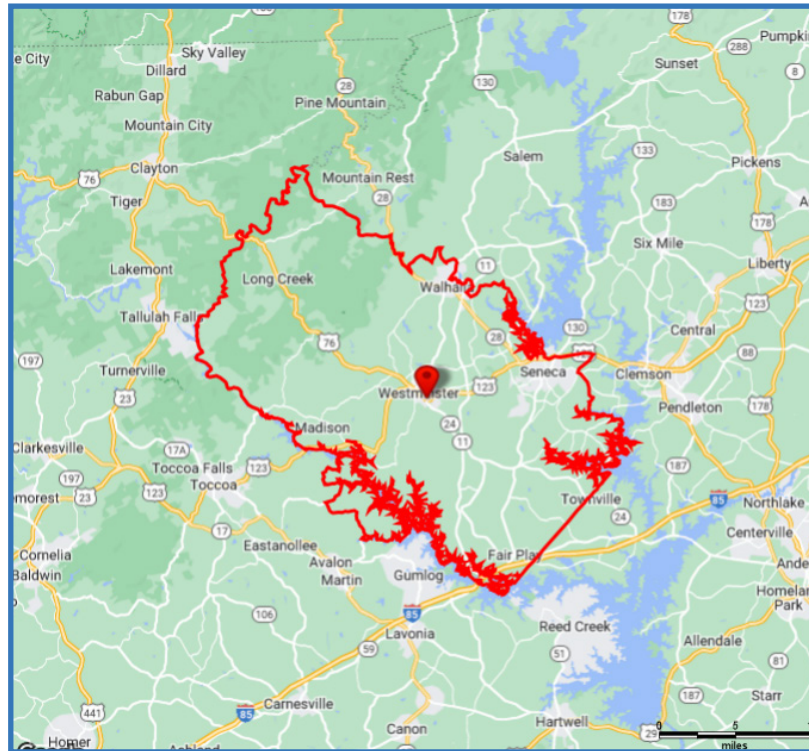
Each retailer has a specific set of site selection criteria they use to determine if they will have a profitable store. Municipal boundaries, radius rings, and drive time areas are a start.

A customized trade area is the next step to analyzing a market. A trade area defines a core customer base of consumers highly likely to shop and eat in the market at least once a month.

Your trade area has been created by combining a series of drive times, mobile data analysis, geographic boundaries, and proximity to neighboring shopping destinations.

Each retailer will analyze their own trade area based on their existing stores, their competition, and site selection criteria.

**WESTMINSTER, SC
(CTA)*
POPULATION- 55,285**



The Custom Trade Area Demographics for Westminister can be found in the [Appendix](#).

Gap Analysis

Retail Strategies uses STI:PopStats as our provider of the Consumer Demand and Supply by Establishment (or GAP) information. Several demographers provide the data in a variety of ways. Following are the sources and methodologies used by STI:PopStats and Retail Strategies to draw conclusions for you.



THE GAP ANALYSIS HELPS US UNCOVER THE NUMBER OF DOLLARS BEING SPENT OUTSIDE OF THE COMMUNITY ON AN ANNUAL BASIS FROM A CATEGORICAL PERSPECTIVE.

The market supply data is derived from annual retail sales and expenditures from the source data. The source for market supply is U.S. Census Bureau's monthly and annual Census of Retail Trade (CRT) Reports; U.S. Census Bureau's Economic Census. The source for the establishment is Bureau of Labor Statistics (BLS). The consumer demand data by establishment is derived from the BLS Consumer Expenditure Survey (CE).

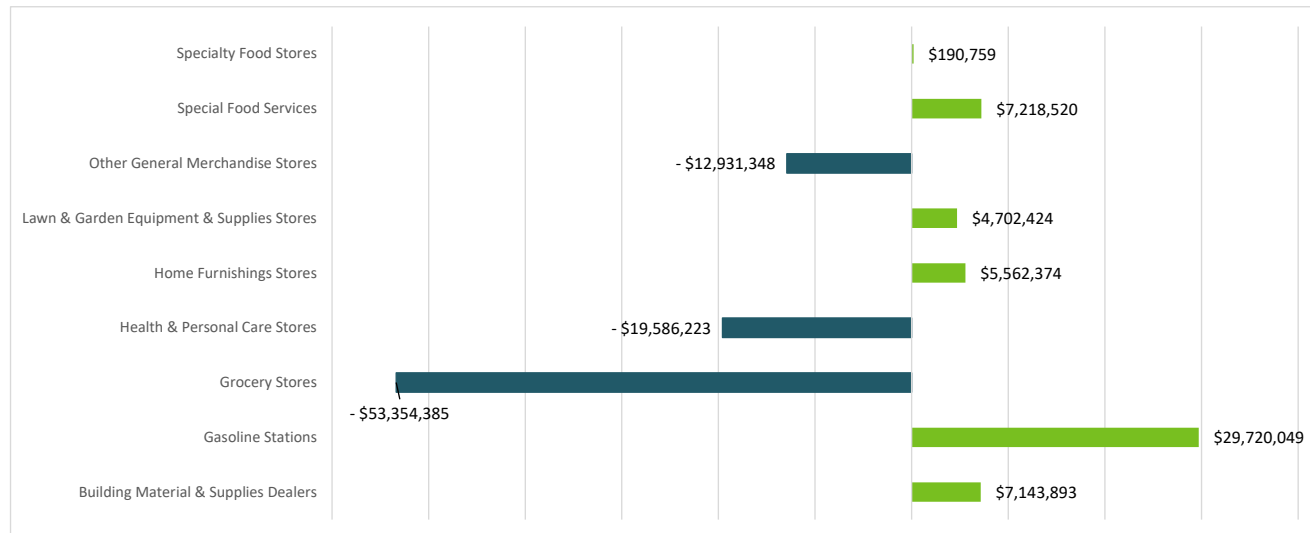
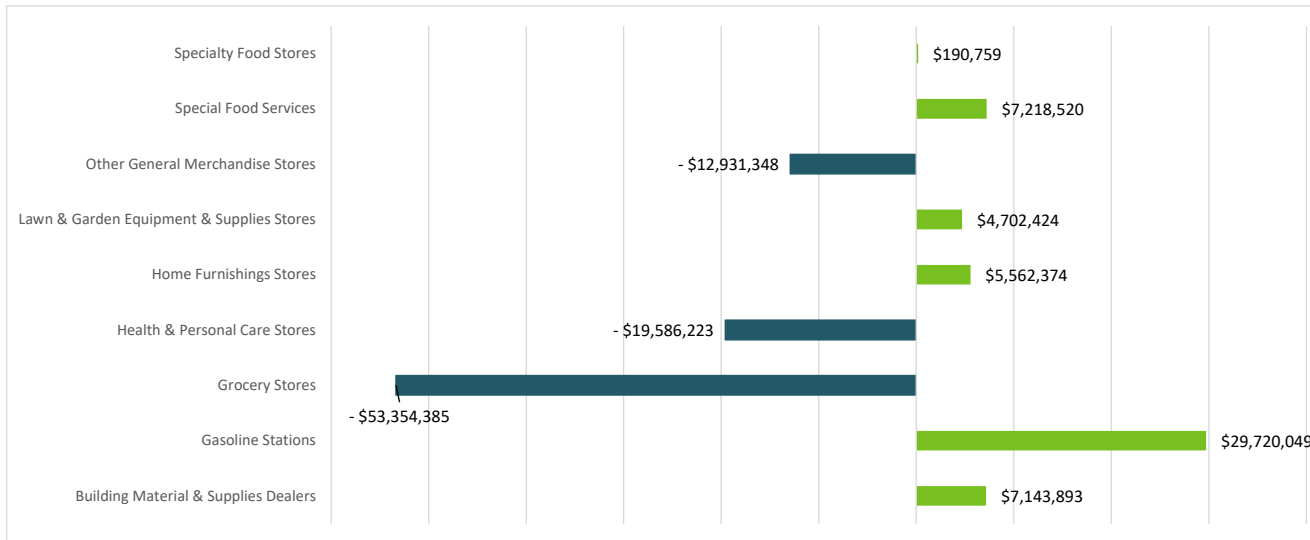
INDUSTRIES FOR THE CONSUMER EXPENDITURES SURVEY ARE CATEGORIZED AND DEFINED BY THE NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS). RETAIL STRATEGIES HAS NARROWED DOWN THE CATEGORIES TO ONLY THOSE WITH REAL ESTATE GROWTH POTENTIAL BASED ON

The difference between demand and supply represents the opportunity gap or surplus available for each merchandise line in the specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that merchandise line. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus) for that merchandise line. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus.



Gap Analysis

CUSTOM TRADE AREA GAP ANALYSIS



Downtown Retail Focus Categories

Based on the findings from the Downtown Gap Analysis, we have narrowed down the most likely and practical retail uses that would be a good fit for Downtown Westminster, SC. If properly managed, these uses have a propensity for success based on consumer data.

DATA IS RARELY PERFECT, BUT WITH PROPER ANALYSIS CAN GET US A LOT CLOSER TO THE ANSWER THAN WE WOULD BE WITHOUT IT. THIS IS ONE OF SEVERAL TOOLS USED TO IDENTIFY FOCUS CATEGORIES FOR RECRUITMENT. OUR FOCUS IS MORE ON THE CATEGORY THAN THE ACTUAL DOLLAR AMOUNTS.



SPECIALTY FOOD SERVICES

- Coffee & tea
- Ice cream
- Take and bake meals
- Gourmet foods
- Spice stores



CLOTHING

- Women's clothing
- Men's clothing
- Children's clothing
- Formal wear
- Outdoor attire
- Western wear
- Clothing accessories



BEER, WINE, & LIQUOR STORES

- Beer store
- Duty free liquor shop
- Liquor store
- Package store
- Wine shop





FULL & LIMITED-SERVICE RESTAURANTS

- Steakhouse
- Seafood restaurant
- Sit-down restaurant
- BBQ joint
- Multi-cultural restaurant
- Deli
- Counter service restaurant

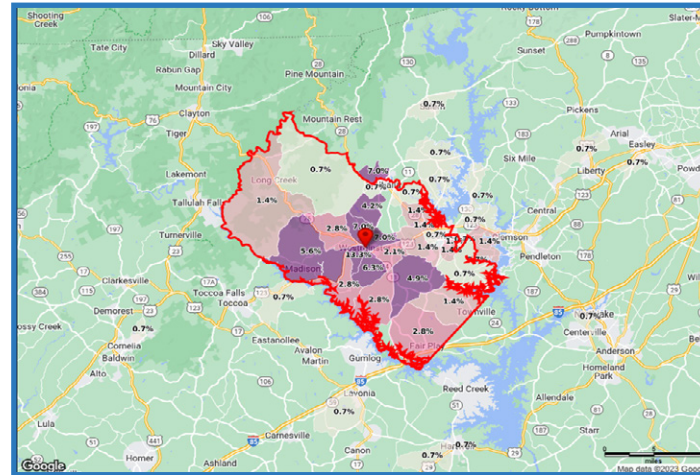
Tourism Insights Report- Wishbrook

MOBILE DATA TRACKING USES DATA COLLECTED FROM MOBILE PHONE USERS WHO HAVE AGREED WITHIN THEIR APPS AND PHONE SETTINGS TO ENABLE LOCATION INFORMATION. THIS TECHNOLOGY INCLUDES MOBILE PHONE DATA WITH LATITUDE AND LONGITUDE POINTS THAT ARE ACCURATE TO APPROXIMATELY 20 FEET. DATA INPUTS ARE UPDATED AS QUICKLY AS EVERY 24-HOURS.


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The data shown includes shoppers who visited the defined location during a 1-year time period. This tool allows us to identify where consumers are actually coming from to shop in your market (Custom Trade Area) using actual data. This information is used to optimize your trade area, analyze business locations, compare frequency of visitors, and more accurately predict business success.
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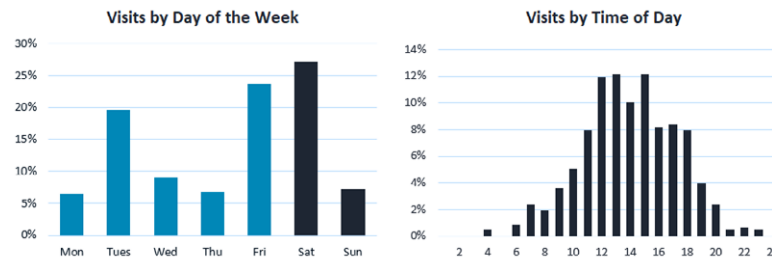
This data is intended to support the trade area but does not solely define the trade area.



Location Name	Wishbrook Furnishing	Estimated Annual Visits	4,919
Address	204 E Main St	Repeat Visitors	98%
City, State	Westminster, SC	Tourist Visits	2.1%
Category	Furniture	Average Distance From Home	6.46 mi
Brand	Furniture Store - Independent	Average Dwell Time	6 min



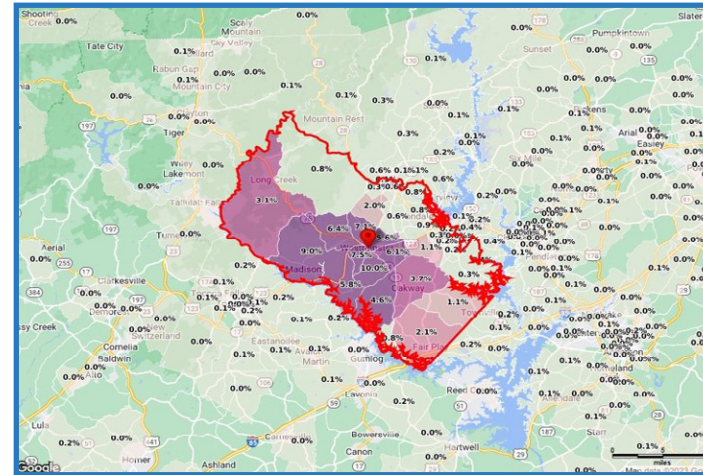
The location tracked was Wishbrook Furnishing for the time period of February 2022 - February 2023.




Tourism Insights Report- Walgreens

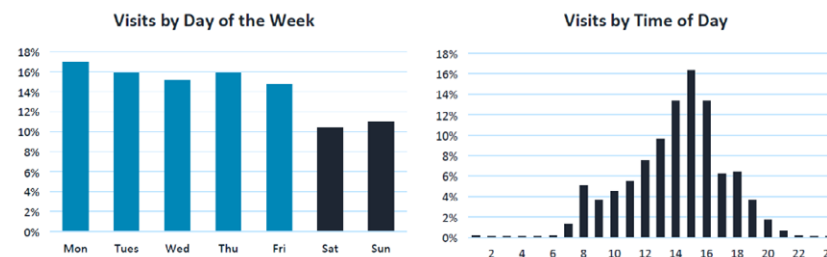
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- ✓ This data is intended to support the trade area but does not solely define the trade area.



Location Name	Rite Aid	Estimated Annual Visits	102,973
Address	300 East Main Street	Repeat Visitors	49%
City, State	Westminster, SC	Tourist Visits	2.8%
Category	Drug Stores	Average Distance From Home	5.15 mi
Brand	Rite Aid	Average Dwell Time	14 min

 The location tracked was Walgreens for the time period of March 2022- March 2023.



Definitions for Tourism Insights



Estimated Annual Visits: Number of estimated visits within the last twelve months. The estimated visits is created using a machine learning model that uses ground truth data and other features to tune the estimation model.



Repeat Visitors: Percent of visitors who have made multiple visits to this location during the last month.



Average Dwell Time: Average minimum dwell time in minutes from visits tracked within the last month.



Visits by Day: The percent of visits by day of the week. This information is representative of the last month.



Average Distance in Miles: Average distance from visitor's likely home location.



Visits by Month: The percent of visits by month. This information is representative of the last twelve months.



Visits by Time of Day: The percent of visits by hour. This information is representative of the last month.



% Tourists: The percent of visitors who's likely home is not within 100 miles of the subject site.

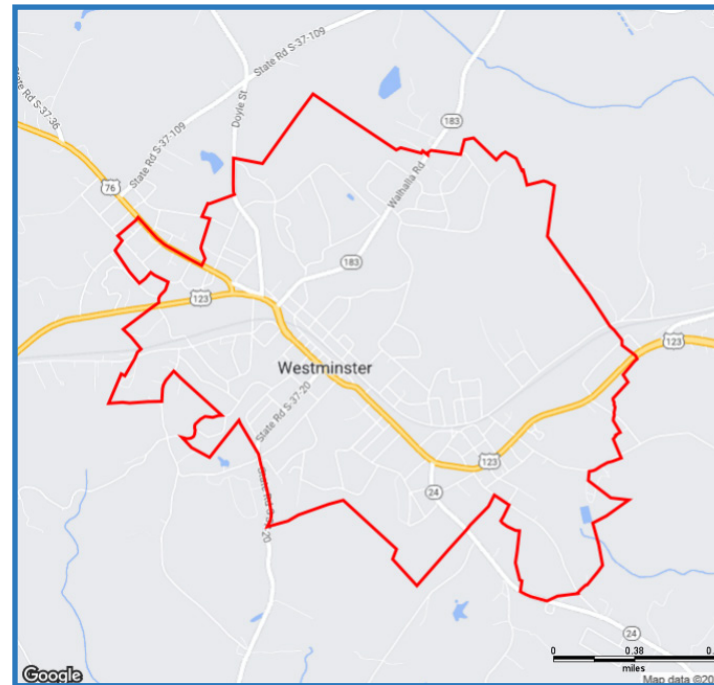
Tapestry Lifestyle Segmentation

People have unique needs. Understanding the uniqueness of different consumer personas can help you produce valuable products and services. [Tapestry Segmentation](#) classifies US neighborhoods into 67 unique segments, based on demographics and socioeconomic characteristics.

See the economic capabilities of your target consumers in comparison to other parts of the US. Tapestry Segmentation includes three indexes displaying average household wealth, socioeconomic status, and housing affordability for the market relative to US standards.

Segmenting your markets based on summarized behavioral traits can help you target your outreach. Understand the common behaviors within each segmented neighborhood, what people spend money on, and how best to reach them.

A description of each of the Tapestry Segments associated with Westminster can be found in the [Appendix](#).



Tapestry Segmentation was drawn from the city limits of Westminster, SC.

Rank	Tapestry Segment	2022 Households		2022 U.S. Households		
		Percent	Cumulative Percent	Percent	Cumulative Percent	Index
1	Heartland Communities (6F)	28.0%	28.0%	2.2%	2.2%	1274
2	Rooted Rural (10B)	27.1%	55.1%	1.8%	4.0%	1,467
3	Rural Bypasses (10E)	20.8%	75.9%	1.2%	5.3%	1,704
4	Small Town Sincerity (12C)	19.6%	95.5%	1.8%	7.1%	1,094
5	Southern Satellites (10A)	4.5%	100.0%	3.1%	10.1%	146
	Subtotal	100.0%		10.1%		

Market Analysis

KEY TAKEAWAYS

The data presented includes thousands of variables from population and household incomes to spending patterns by retail category. The information represents the key highlights for your community from a data and analytics perspective. While there are multiple findings that can direct the City's program of work, the following are key takeaways as it relates to commercial business retention and attraction.



PROMOTE THE TRADE AREA

While Westminster's population is small, the trade area is exceptionally large, which proves that consumers are shopping in the area for everyday goods and essentials. The downtown becomes much more attractive to a prospective retailer when reviewing trade area demographics as opposed to municipal ones only.



MONEY TO BE MADE

The data suggests that there are millions of dollars being spent outside the trade area by people living within the trade area. Their retail needs aren't being met, so they're taking their dollars elsewhere. Attracting new retail within the focus categories, while prioritizing experience is key.



EXPERIENCE IS EVERYTHING

Opening your door isn't enough in today's commercial landscape. Consumers are looking for a retail experience among the many transactional options. An inviting built environment, vibrant streets with people, and businesses that offer a digital marketing approach will win.



FOCUS ON THE MILLENNIAL

Westminster trade area's average age is between 41-44, which highlights the millennial demographic. Millennials represent that largest consumer demographic today, and they prioritize experience and convenience. Modern downtown retail has the opportunity to offer both.

Retail Industry Parking Ratios

A PARKING RATIO IS A STATISTIC THAT TAKES THE NUMBER OF AVAILABLE PARKING SPACES, TYPICALLY FOR A SHOPPING CENTER OR EVEN AN URBAN COMMERCIAL DISTRICT AND DIVIDES IT BY THE PROPERTY'S ENTIRE GROSS LEASABLE AREA (GLA).

This ratio is most commonly expressed per every 1,000 square feet of property, i.e., a 20,000-square-foot commercial district with 100 parking spaces would have a parking ratio of five spaces per 1,000 square feet. If it's assumed that each parking space takes up a total of 300 square feet of parking lot area (including aisles, landscaping, etc.) then 3.3 cars can be parked for each 1,000 square feet of parking area.



COMMERCIAL DISTRICT RATIOS

In a downtown district, parking is shared, and the streets should be people-centered, not planned for vehicles. Therefore, fewer parking spaces per 1,000 square feet are needed. A general rule is 3 parking spaces per 1,000 square feet GLA.



OFFICE RATIOS

In co-work settings or areas within the commercial district with a higher concentration of office workers, it's recommended to prioritize 5 parking spaces per 1,000 square feet GLA, as the parking spaces turn at a much slower rate.



The above image illustrates a proposed public parking lot on the east side of the Downtown district. This Master Plan exceeds the retail industry parking ratios within the Downtown district meaning there is ample parking for future Westminster downtown businesses.

COMMUNITY CENTERED DESIGN



Image: Scott MaInnis

Community Guided Vision

A strategic vision for Westminster's downtown area is a long-time goal of the City Council and local business owners. By maximizing the strengths of its local community through collaborative partnerships a robust engagement plan was utilized to engage community leaders and stakeholders, local community, volunteer groups, and city and county staff.

Westminster Community Needs Assessment Survey

The Appalachian Council of Governments administered a survey to gather feedback in preparation for a Community Development Block Grant for the expansion of W. P. Anderson Park. This robust survey provides current public opinion on many topics, some of which directly inform this downtown master plan process and are summarized:

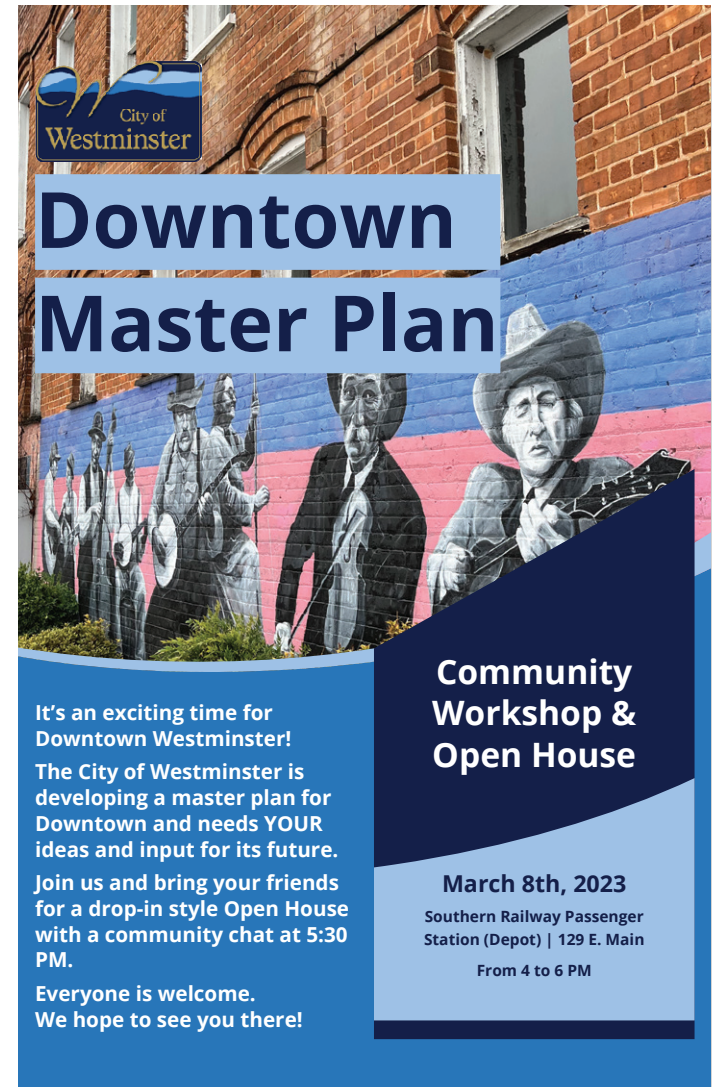
- More activities and programming for the youth, teens, and seniors are desired within the community;
- Both indoor and outdoor recreation that is accessible and safe for all is needed;
- Increase and diversify downtown businesses;
- Better connectivity and transportation improvements are needed to capitalize on what draws visitors to downtown; and
- Code enforcement and policing is needed to compliment to the other initiatives to improve Westminster.

Planning Advisory Committee

A Planning Advisory Committee (PAC) was assembled to guide the project from start to completion. The PAC is comprised of community leaders, new and longtime residents, staff, and downtown businesses and property owners. The PAC has begun to help define the direction and goals for the plan, but this is just the start! Your input is needed to guide this plan as well.

Community Workshop & Open House

Midway through the planning process, community stakeholders were invited to attend an open house hosted by the project team. Attendees were able to view information about existing conditions, share ideas and input for the future of downtown, and learn more about the planning process.



City of Westminster

Downtown Master Plan

Community Workshop & Open House

It's an exciting time for Downtown Westminster!

The City of Westminster is developing a master plan for Downtown and needs **YOUR** ideas and input for its future.

Join us and bring your friends for a drop-in style Open House with a community chat at 5:30 PM.

Everyone is welcome.
We hope to see you there!

March 8th, 2023
Southern Railway Passenger Station (Depot) | 129 E. Main
From 4 to 6 PM

Engagement Summary

Throughout the six month process, over 40 unique stakeholder touchpoints provided valuable input, experience, and perspective on the future of Downtown Westminster. From the onset of the project in November, the Planning Advisory Committee (PAC), comprised of community leaders, residents, and business owners, guided the process and provided oversight and input. A previous survey, PAC meetings, and the public planning workshop provided opportunities for stakeholders to participate by identifying assets and opportunities, providing recommendations on catalyst sites, and ultimately defining the vision for Westminster's future.





**PLANNING ADVISORY
COMMITTEE MEETINGS**



**WALKING AND
DRIVING TOURS**



**PUBLIC PLANNING
WORKSHOP**



**TOWN COUNCIL
PRESENTATION**

THE PLANNING ADVISORY COMMITTEE SERVED AS GUIDANCE THROUGHOUT THE PROJECT AND WORKED WITH THE PROJECT TEAM ON ITEMS RELATED TO PROJECT COORDINATION, MAPPING, AND DRAFT MATERIAL PREPARATION.

Planning Advisory Committee Guidance

THE PLANNING ADVISORY COMMITTEE WAS ASKED,
"WHAT DO YOU LOVE MOST ABOUT DOWNTOWN WESTMINSTER?"
HERE IS WHAT WAS SAID...



MAIN STREET LOVE

Main Street is the heart of the town



WALKABLE

Love walking Downtown



GREAT PEOPLE

They will give you the "shirt off their back"



NEW FACES'

Excited that the town is growing



HOLIDAY CELEBRATIONS

Christmas tree lighting and holiday lights



PLACES TO PLAY

Recreation Dept. is great, want to expand it



A PLACE TO CELEBRATE

Retreat Street Park is a wonderful asset



PLACES TO GO

New sidewalks that take you to the new ice cream shop



CROWN JEWEL

Favorite place is the historic Westminster Depot



HOMETOWN LOVE

Westminster is a wonderful town

Planning Advisory Committee Guidance

WHEN THE PLANNING ADVISORY COMMITTEE WAS ASKED
"WHAT DO YOU HOPE THIS PLAN ACHIEVES?"
THE RESPONSE WAS HOPEFUL, THOUGHTFUL, AND DETERMINED.



Provide places at no cost to our families to enjoy being together - our town has a heart for our citizens



Grow our town and continue the legacy of a nice little community with beautiful people



Westminster is serious about its future - A desire for our children to grow up and live here



Need a firework show to revitalize what previously brought spark to the City with new ideas



Change is slow, but we can project power and hope for our future progress



Preserve history and reignite Main Street as the focal point where people want to be and come from other towns



Good days are ahead, take good care of what we have a great little town and leave it better than we found it



Source for a funding mechanism to get absentee owners to invest back in their properties



Main Street's highest and best use is as a taxable property, looking forward to a thriving business community



Visual Preference Survey

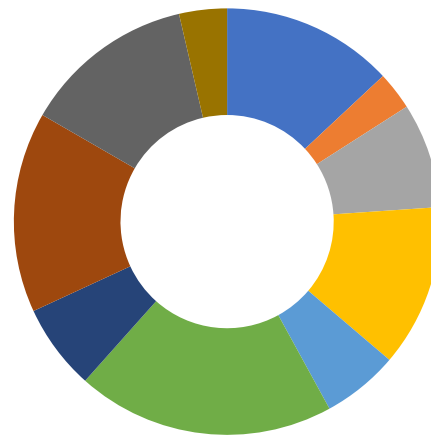
At both the planning advisory in-person meeting, and the public planning workshop, community members were given nine stickers and asked to place them on the elements they wished to see in their future downtown. The posters utilized in the exercise displayed images showing elements related to multimodal streets, streetscape, and public space/placemaking. The results of the exercise are shown below:

MULTIMODAL ELEMENTS



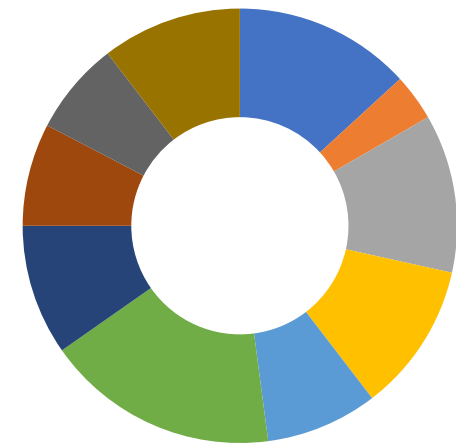
- Parallel On-Street
- Angled Parking
- Pedestrian Crossings
- Bicycle Parking
- Bike Lanes
- Pedestrian Amenities
- Golf Cart Parking

STREETSCAPE ELEMENTS



- Mural
- Curbless Street
- Pedestrian Bulb-outs
- Café Seating/Benches
- Wayfinding
- Landscape
- Topography Change
- Banners & Lighting
- Public Art
- Monumentation

PUBLIC SPACE/PLACEMAKING



- Performance Space
- Sculpture Park
- Festival Street
- Market Space
- Sidewalk Seating
- Water Feature
- Pocket Park
- Outdoor Dining
- Reimagined Spaces
- Playground

Postcards To Westminster

INVITED TO WRITE A POSTCARD TO THEIR CITY, RESIDENTS SHARED THEIR HOPES, ASPIRATIONS, AND WISHES FOR THE FUTURE.



Westminster Downtown Master Plan

MORE EVENTS AND DINING OPTIONS
I AM A PART-TIMER, BUT I THINK THE TOWN HAS A LOT OF POTENTIAL. CAN'T WAIT FOR THE PICKLEBALL COURT TO OPEN UP.

Westminster Downtown Master Plan

I want to raise my girls in a Westminster that is Thriving! I want my girls to experience the quaint comfortable town that I grew up in, but with more inclusivity. I want them to have choices in places to eat, visit, & shop. I want people from anywhere to be welcome here, and interested to explore our beautiful town, and experience our hospitality. I want to see local businesses thriving in historic building or even some new interesting buildings. I want my girls & their friends to want to hang out with their friends in downtown Westminster. I want to go enjoy a nice dinner date, and a glass of wine with my husband in some outdoor seating while listening to live music. I want Westminster to Evolve while maintaining our quaintness. *Suzette Snedigar*

Westminster Downtown Master Plan

For Westminster!
A large park w/ lots of features including water.
Scooter/Bike Rentals
More Festivals/Fairs
A Local Free Pavilion for meetings and events
Growing the Community garden
Art on the Streets
Free Family Events
More of an open door policy on information
The Acceptance of Change
An advertising committee to get events to the community.
#update so Get Smackhead
#making Westminster Great

Westminster Downtown Master Plan

- Improve Recreation Facilities
- Enforce @main street building vacancy

Westminster Downtown Master Plan

Extend Retreat St. Park
Grey St. turned to parking
Greener hiding RR Fence
More shade trees
Public Restrooms
Repaired sidewalks

- Fix empty buildings into some that we ARE proud of & use - full or insist they be removed.
- PARKING Lot on white building property w/ trees & benches
- Sit down RESTAURANT perhaps in

Westminster Downtown Master Plan

I would love to see murals, small public restaurants + pubs - no chains.
Pretty gathering spaces with music + shops that are open!

Prosperity
unity
Revive
Safety

Westminster Downtown Mas

looks like walhalla
main street.
-decorative Sidewalks
-lights
-very inviting
-BUSY

Westminster Downtown Master Plan

- I would love to see
downtown utilized for
more than 2 or 3 Festivals
+ continue to enhance
Retreat St. Park
- Nice lighting throughout
- Sidewalks all through
downtown
- continue to enhance
Arts scene/murals

Westminster Downtown Master Plan

I love our downtown
and see so much
potential when I walk
through town. I would
love to see code enforcement
on old buildings in town
to "force the hands" of the
owners - so many of these
bdgs could serve a much
greater purpose!

My thoughts

Oconee Bell Bldg. - coffee shop
Bill's Bldg. - outdoor stage
College St School - multi use
event spa
Need public
restrooms,
more parking,
more la...

Westminster Downtown Master Plan

Our dream for Westminster
is to have a hometown that
can support itself - whether
its groceries, hardware stores,
gyms, family friendly spaces,
pet share spaces.
We would love for this to be
accomplished with the mindset
that this community needs spaces
to be accessible (both
monetary wise and spaces created
for wheelchairs/walkers)
we would love DIVERSE
restaurants. A community that
works together instead of against
each other would make this all easier.

Pet friendly spaces.
including waste bags/trashcan
Pet stores (local)

I would like to see
downtown very busy
with foot traffic because
of all the shops and
restaurants that could
move into all the old
building that are
not used.

Westminster
has much potential. Its the gateway from
GA to Seneca and Clemson. We need
to make that Gateway better looking.
A Renovation of Downtown areas needs
Cleaning up has started, but more progress
is needed. Some more green space and
areas to have more festivals.

Westminster Downtown Master Plan

Downtown Italian Restaurant
One way Retreat Street
More Murals and Art
Food trucks allowed on
certain days.

A focus on a
stressing a small-
Southern flavor, with
patriotic focus.

A focus on what made
Westminster, Westminster.
The train, the textile
mills.

open our stores on
saturday. Restaurants, coffee shops, pub.

Andrea

Westminster Dc

Greetings from
Westminster SC! We
had a fantastic time
hiking, kayaking & visiting
waterfalls. It was ~~been~~
so great to come into
town and stroll, eat
and grab some camping
essentials.

Westminster sc

Westminster I

I imagine...
Green space w/
food trucks on Friday
night. A town
people come out to
enjoy
Outdoor spaces where
students do homework
@ night.

Westminster Downtown Master Plan

To become A destination
for outdoor Activities
and families.

Westminster Downtown Master Plan

Born + Raised
here, I Love
Westminster!
Any improvement
will be welcome!

MASTER PLAN FRAMEWORK



Image: Scott MacInnis

Guiding Principles



CONNECT TO MAIN STREET

Getting people downtown and out of their cars is the key to returning downtown to a vibrant, memorable place full of possibilities.



LEAD WITH VIBRANCY

All ideas for downtown should be vetted through the same lens - "Will this idea make downtown a more vibrant place?" If the answer is yes, GREAT!



OPEN FOR BUSINESS

Supporting and attracting diverse businesses to downtown is critical to its success as a district and the heart of the city.



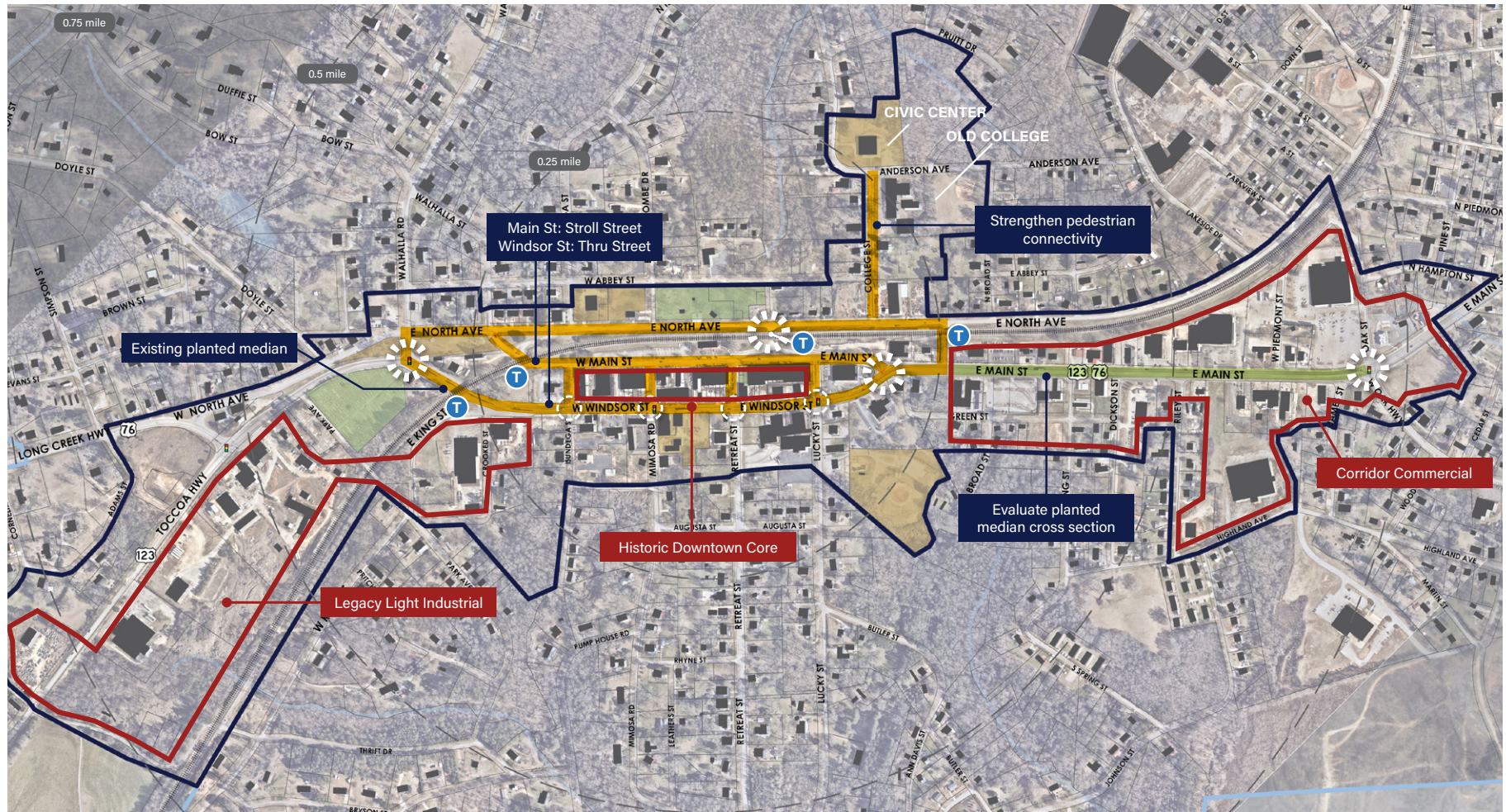
WESTMINSTER TO THE CORE

From festivals celebrating Bigfoot and apples, to daily trains and a collection of unique murals, Westminster exudes personality and potential.



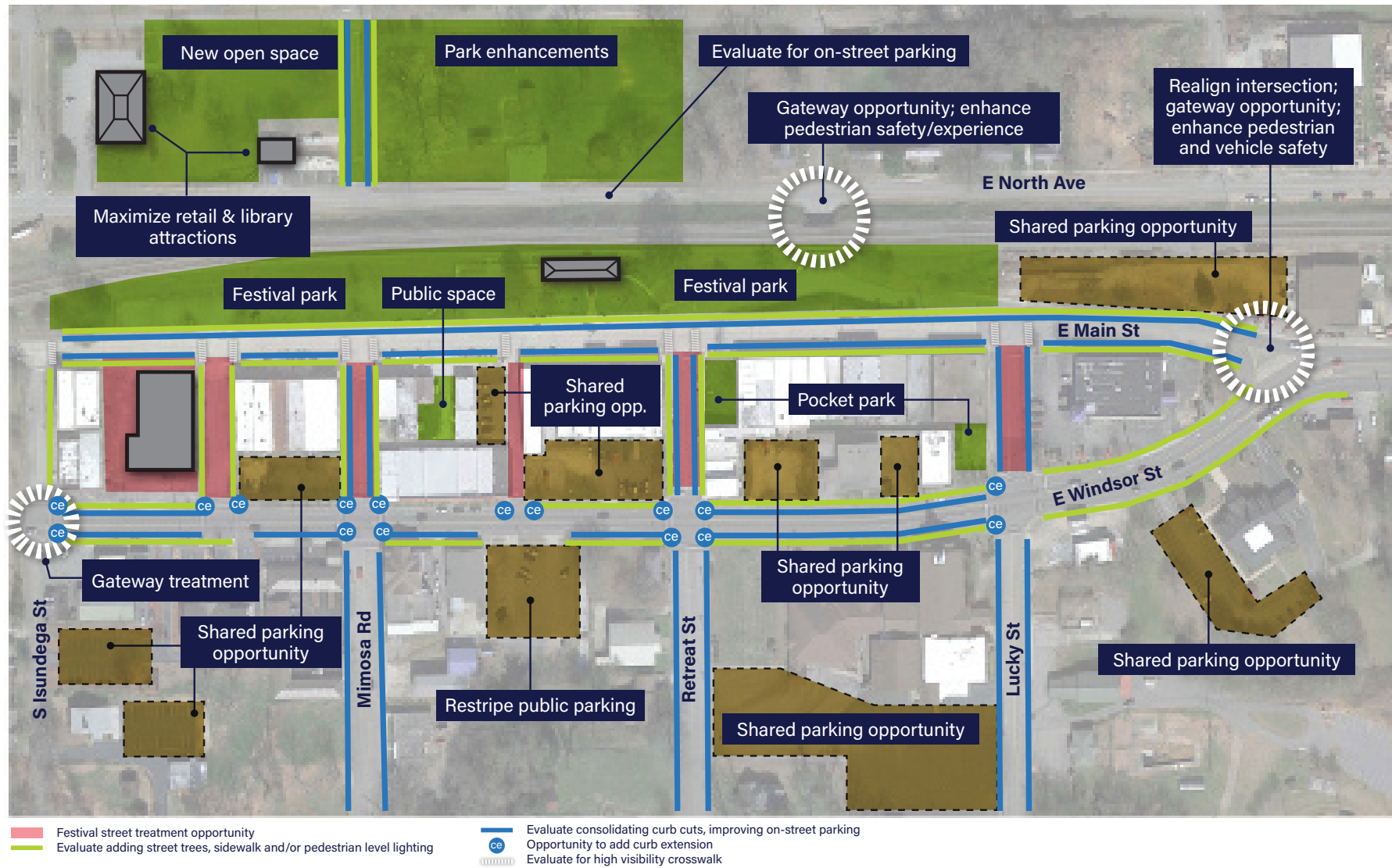
At the center of every great vision, are the guide posts that keep that vision on track. Derived from community conversations, past planning themes, and what already makes Westminster great - these guiding principles shape the master plan framework and influence the recommendations for a bright, vibrant future for downtown.

Study Area Strategies



-  Gateway opportunity
-  Evaluate for intersection enhancements
-  Opportunity to enhance tunnel underpass
-  Key pedestrian connections
-  Evaluate for planted median

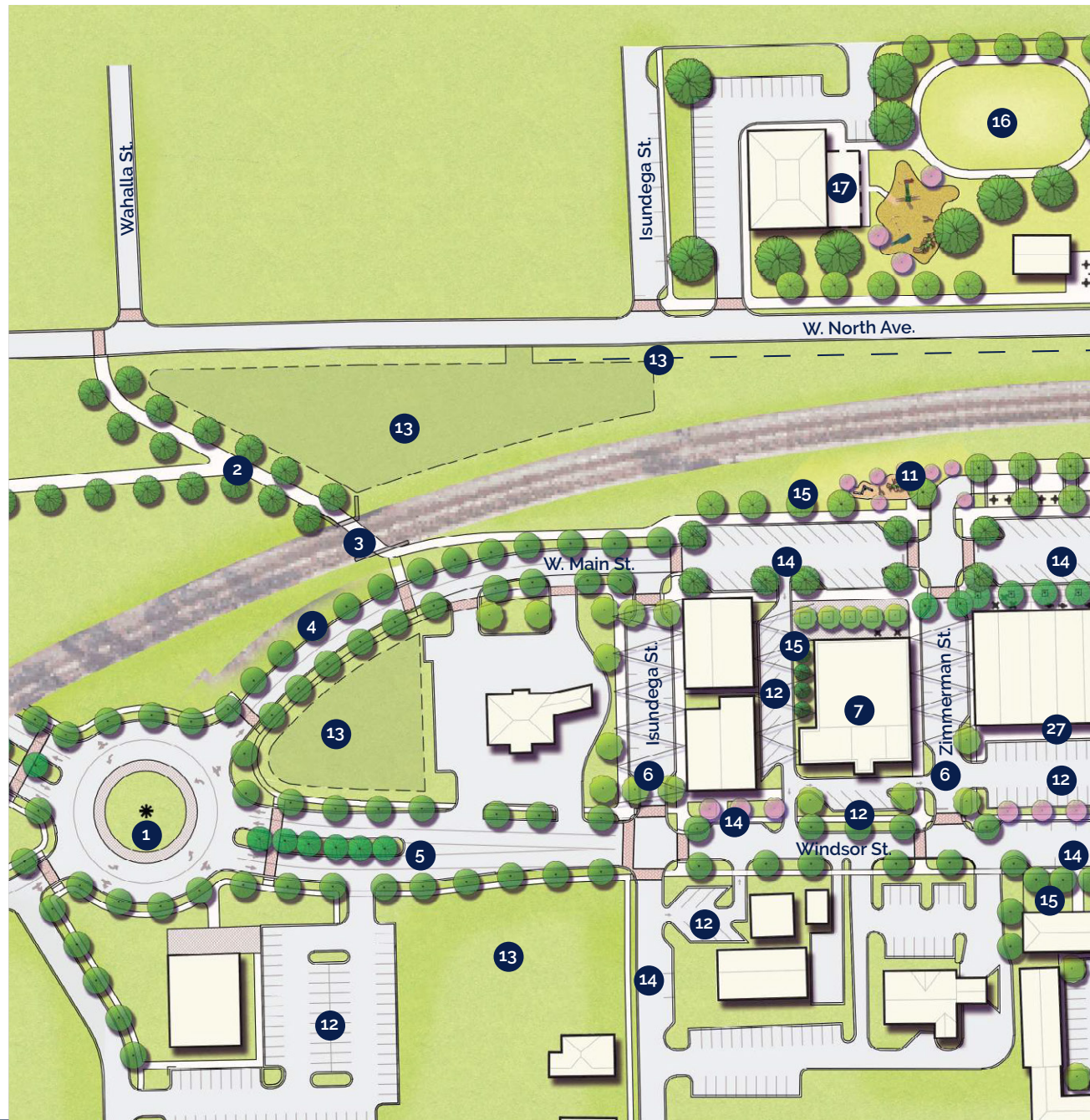
Historic Main Street District Strategies

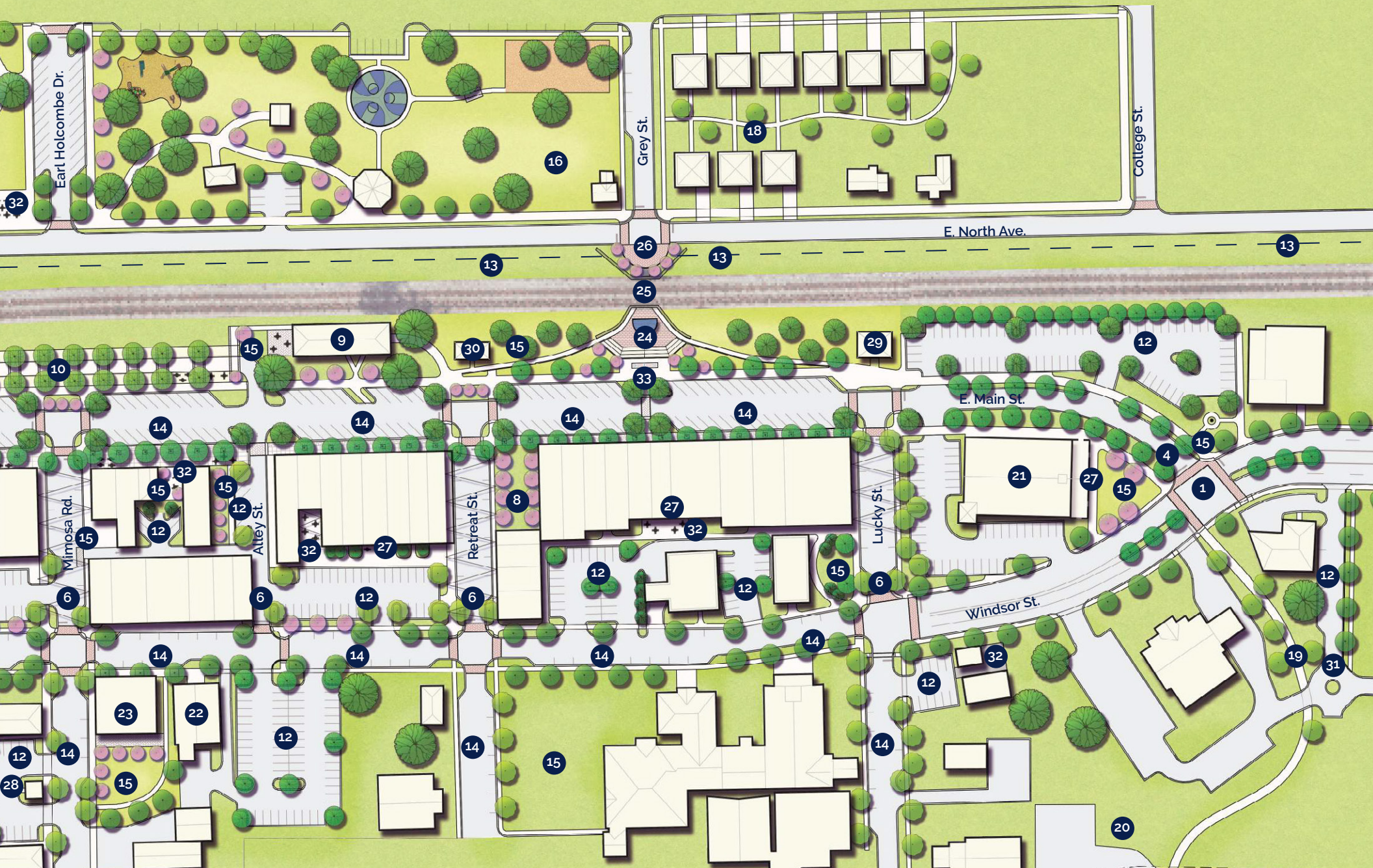


Master Plan

ROOTED IN CONNECTIVITY AND FLEXIBILITY, DOWNTOWN WILL BE A WELCOMING AND VIBRANT PLACE WITH THRIVING BUSINESSES AND INVITING PUBLIC SPACES OOZING WITH CHARM AND HOSPITALITY.

- | | |
|---------------------------|-------------------------------------------|
| 1 Gateway | 20 Lucky St. Ball Field |
| 2 Wahalla St. Trail | 21 Commercial Adaptive Reuse |
| 3 Wahalla St. Tunnel | 22 Relocated City Hall and Welcome Center |
| 4 Main St. Realignment | 23 Relocated Police Station |
| 5 Windsor Streetscape | 24 Railroad Park & Amphitheater |
| 6 Festival Street | 25 Grey St. Tunnel |
| 7 113 W. Main | 26 Grey St. Plaza |
| 8 Retreat Street Park | 27 Building Facade Improvements |
| 9 Historic Depot | 28 Hotel Office |
| 10 Depot Promenade | 29 Public Bathroom |
| 11 Main St. Playground | 30 Pavilion |
| 12 Parking Improvement | 31 Green St Roundabout |
| 13 Event Parking | 32 Outdoor Dining Improvements |
| 14 On-street Parking | 33 Spray Fountain |
| 15 Open Space | |
| 16 WP Anderson Park | |
| 17 Library Expansion | |
| 18 Infill Cottage Housing | |
| 19 Main St. Trail | |





Connecting People to Main Street

Getting people to Main Street will be the driving factor to its future success. Making strategic connections to bring people safely from north of the railroad tracks, promoting a "[park once and walk](#)" downtown, and improved intersections that promote safety and function with a "[people-first](#)" approach to street design will ensure a bright future for Main Street.

- A** Well-lit, people-only tunnels bring pedestrians safely under the railroad tracks to Main Street.
- B** The "Gateway to the Mountains" deserves a proper gateway of its own at Main and Windsor.
- C** Festival Streets - Designed to be people first, these streets can be closed for special events.
- D** Historic Main Street District - A park-once and walk district designed for strolling and discovery.
- E** Improved Windsor streetscape with safe crossings at all intersections.
- F** Realigned Main and Windsor - Improve function and safety with a realignment of this intersection.





Wayfinding - It's More Than Just Signage, It's a Science
For downtown to thrive, a robust wayfinding system should be expanded to direct and connect people to businesses, parking, and places within the district. A unique brand or identity should be defined unique to downtown.



A Safe Passage

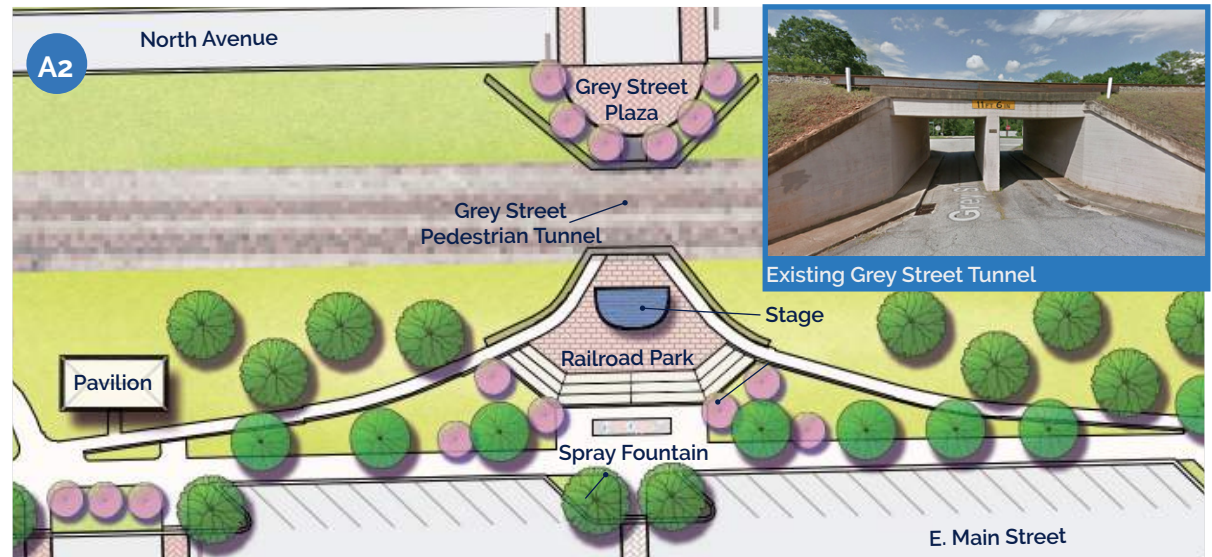
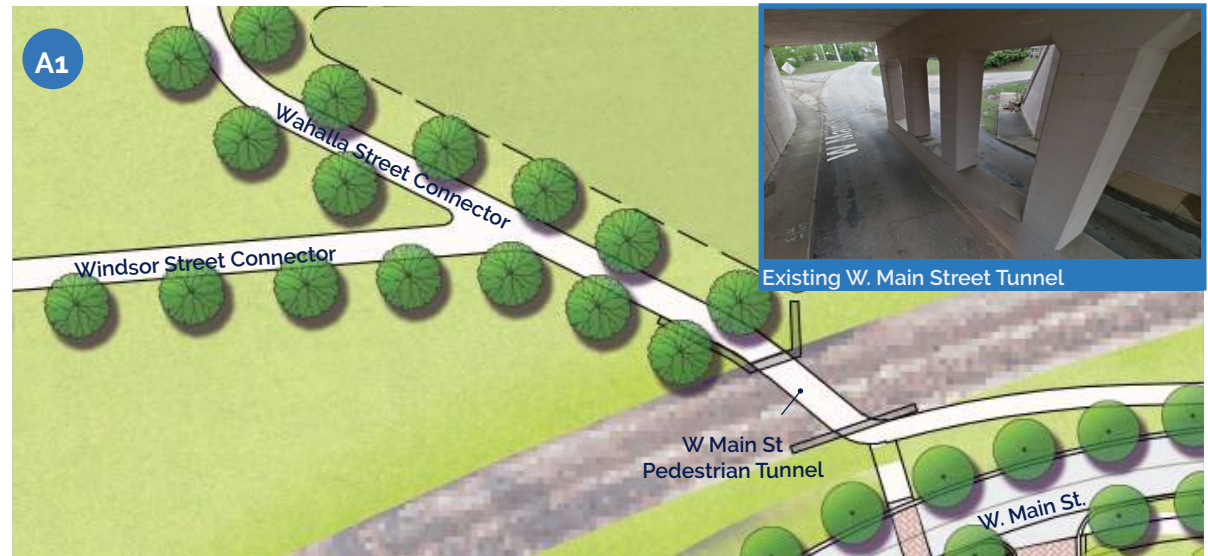
SAFE, WELL-LIT PEOPLE-ONLY TUNNELS ENCOURAGE SAFE PASSAGE TO AND FROM MAIN STREET

Existing Conditions:

- W. Main Street - Two lane partially divided tunnel with narrow sidewalks and 12' clearance. Larger vehicles are challenged with maneuvering the tunnel safely and at times use the sidewalk to pass through. Existing sidewalk on north side ends and does not connect.
- Grey Street - Two lane fully divided tunnel with narrow sidewalks and 11'6" clearance. Similarly, larger vehicles are challenged with maneuvering the tunnel safely. Sidewalks within tunnel terminate at North Ave and do not continue.

Recommendation:

- W. Main Street Tunnel - Pedestrian only with the addition of lighting and beautification with murals or other embellishments. Realign Main Street and improve connections to North, Wahalla, and Windsor Streets.
- Grey Street Tunnel - Pedestrian only. Incorporate tunnel into new North Ave plaza and Rail Road Park spaces with lighting, public art, and beautification.



Case Study: UNC Greensboro Pedestrian Tunnel

Located on the UNC Greensboro (UNCG) campus, the 200' pedestrian and bike tunnel connects two parts of the campus that had been divided by a Norfolk Southern rail line.

This structure was a joint project between UNCG and North Carolina Railroad. Designed to provide a safer path for pedestrians and bicyclists as well as creating connectivity between the university's main campus and their new, expanding campus.

The tunnel features bright, welcoming lighting and has decorative walls and ceiling that feature the colors of the university. The approach to the tunnel is ADA compliant and well-lit.



[Learn more about the project.](#)

Image: Wayne Brothers

Gateway to the Mountains

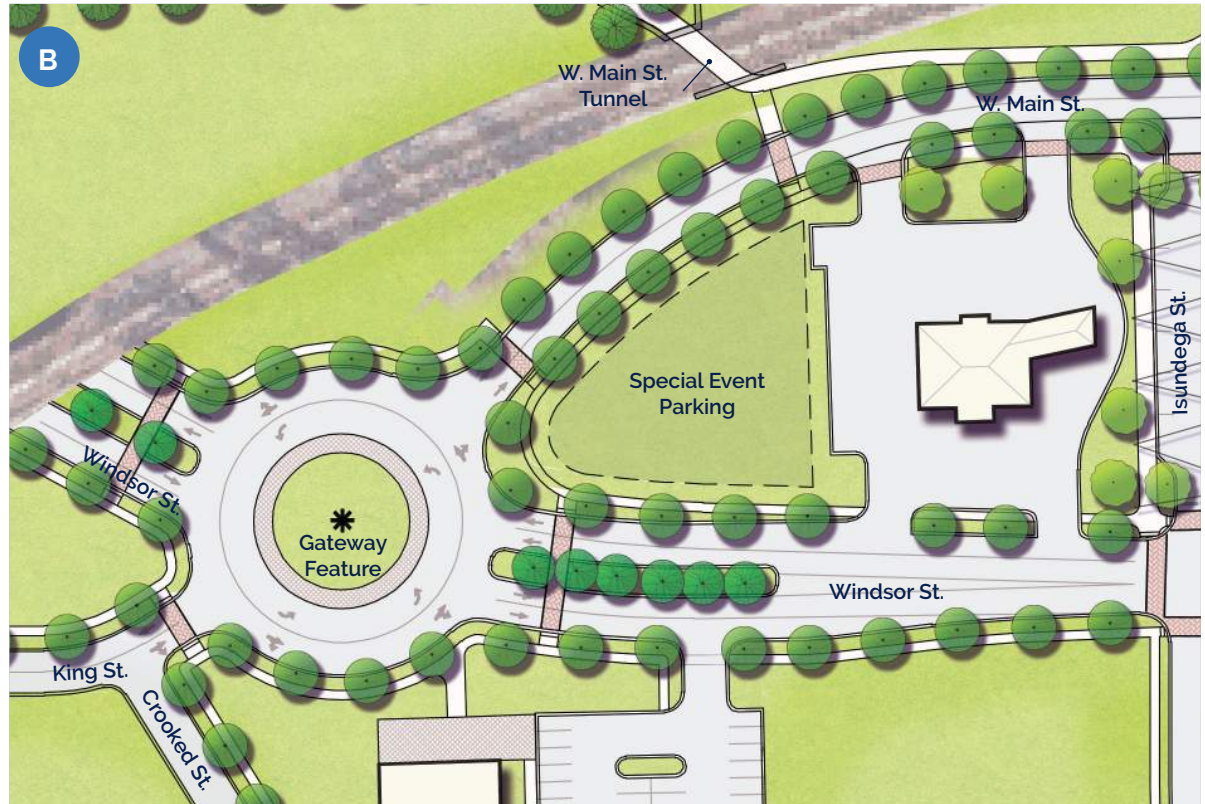
FORMALIZING A GATEWAY TO DOWNTOWN WILL IMPROVE TRAFFIC FUNCTION, SAFETY, AND PROVIDE A BEAUTIFUL ENTRANCE FEATURE.

Existing Conditions:

- Traveling east on Windsor Street and passing beneath the railroad bridge feels as if you have passed through a portal entering different area. However, once on the other side, there is little to announce the arrival to the downtown district.
- Main St. connects to North Ave. through a constrained, narrow tunnel and leaves little room for pedestrians when a vehicle is traveling through.

Recommendation:

- Realign Main St. to connect to Windsor, Crooked, and King Streets at a roundabout that also serves as a gateway feature to downtown.
- Repurpose the Main St. tunnel to become a pedestrian-only tunnel to provide safe connections to North Ave. from Main St.



NOTE: DRAWING IS CONCEPTUAL IN NATURE AND DOES NOT REFLECT OFFICIAL ROADWAY DESIGN.



A roundabout is a one-way circular intersection without stop signs or traffic signals. Unlike the traffic circles of the past, modern roundabouts are typically smaller, have slower speeds and require entering vehicles to yield to circulating traffic. *Source: SCDOT*

Festival Streets

C

THE CONNECTOR STREETS BETWEEN MAIN AND WINDSOR. THE QUINT, HALF BLOCKS WITH QUIRKY BUILDING FACADES AND UNIQUE MURALS. COMBINED, THESE FIVE STREETS HAVE POTENTIAL TO BECOME THE DISTRICT'S MOST CHARMING FEATURE - JUST WAITING TO BE DISCOVERED.



ISUNDEGA

Street

The furthest west in the festival line up, Isundega is a clear shot to the Wahalla tunnel, allowing for a seamless connection from north downtown to south downtown.



ZIMMERMAN

Street

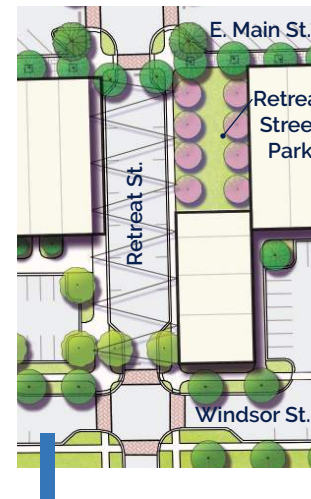
Just one block in length, Zimmerman is anchored by a thriving retail block and the untapped potential for what's to come for 113 W. Main.



MIMOSA

Road

Aligning with the center of the Depot Promenade, Mimosa is the dividing line between W. and E. Main



RETREAT

Street

The only festival street to have buildings front on it, Retreat is also home to a quaint park and becomes State Rd. 37-20/Dr. Johns Road.



LUCKY

Street

The furthest east of the festival streets, Lucky aligns with the access to the proposed festival park and the treasured Gateway Arts Center, how lucky indeed.



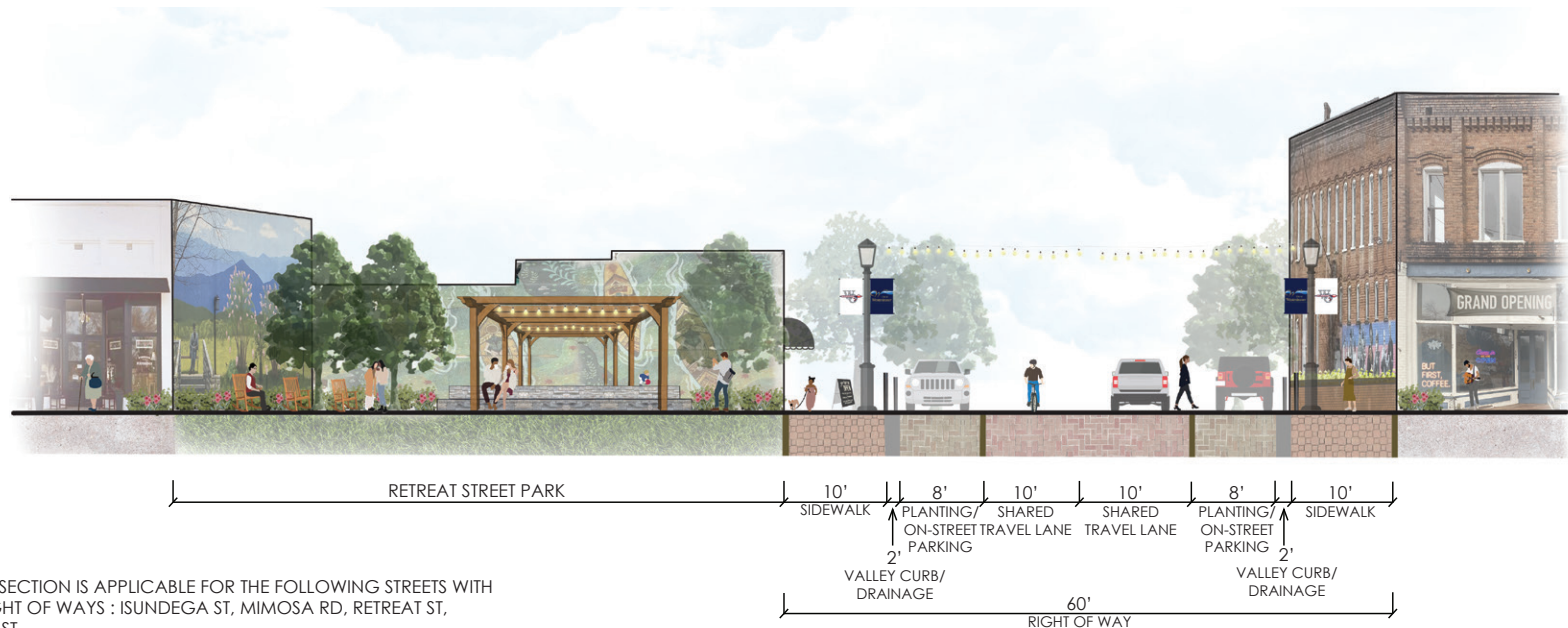
Retreat Festival Street - Maximizing the space from building to building, festival streets expand the function of the public realm. Delineating drive lanes and parking from people spaces with use of different paving and bollards creates a safe, flexible, and beautiful place worth celebrating.

Festival Street Typical Condition

Vision: Festival Streets will be highly functional and intentionally flexible spaces that accommodate daily use and can be closed for special events as needed.

RECOMMENDATIONS

- Remove existing street, sidewalk, and drainage and implement a seamless, ADA compliant streetscape that can serve daily traffic, on-street parking, and pedestrian spaces.
- Use a mix of paving patterns and materials to delineate people spaces from vehicular spaces.
- Use protective bollards to separate parking spaces from sidewalk spaces.
- Use street furnishings, pedestrian and string lighting, street trees, and planters.
- Use light pole banners to celebrate downtown brand, events, or organizations.
- Improve connection to Retreat Street Park with seamless edge that flows from sidewalk directly into park.
- Improve stage area by enclosing rear wall and bringing the stage in front.
- Provide an overhead structure for the stage area.



NOTES:

- THIS SECTION IS APPLICABLE FOR THE FOLLOWING STREETS WITH 60' RIGHT OF WAYS : ISUNDEGA ST, MIMOSA RD, RETREAT ST, LUCKY ST.
- CROSS SECTION MAY BE MODIFIED SLIGHTLY FOR ZIMMERMAN (40' RIGHT OF WAY) AND ALLEY ST (20' RIGHT OF WAY).
- PLANTING STRIP WIDTH VARIES DEPENDING ON STREET.
- ALL STREET IMPROVEMENTS TO ALIGN WITH SCDOT COMPLETE STREETS POLICY WHERE APPLICABLE.



During special events Festival Streets transform into safe, beautiful, vibrant spaces that come alive with people and activity. These reclaimed spaces can host annual or weekly events with temporary street closures at Main and Windsor Streets making a safe space for fun and memories to occur.

Case Study: Downtown Greer, SC

Part of a 20 year vision and revitalization plan that included a downtown park and municipal buildings, the downtown Greer streetscape is the centerpiece of the revitalization with a European-style curbless street or "[Woonerf](#)". The design is intended to be a "living street" that employs strategies for traffic calming to force vehicles to slow and share space with pedestrians, cyclists, and other. Streets designed in this manner are intended to be a flexible, community-oriented space.

The Greer streetscape project consisted of replacing infrastructure and utilities in the downtown business district, all while keeping businesses open to the public throughout construction. Sidewalks and curb & gutters on 6 adjacent streets were removed and replaced, including resurfacing those streets with asphalt. Trade Street is the main focus of the project and features brick pavers from building face to building face, decorative trench drains to accommodate the stormwater, and the elimination of any "step up situations", meaning everything was the same level and met ADA compliance.

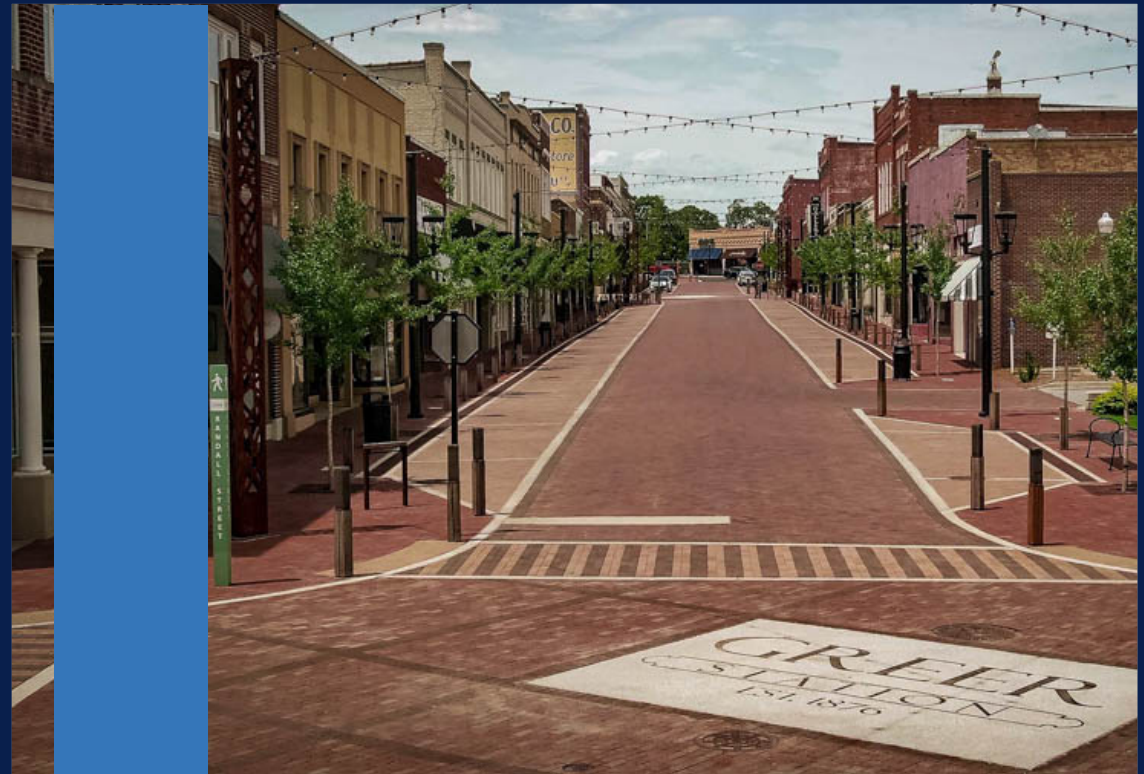


Image: Greer, SC



[Learn more about the project.](#)

A Better Windsor

Existing Conditions:

- Windsor/US-123 serves as a thoroughfare through Westminster with an AADT of 9,300 (2015) along two travel lanes with on-street parking and sidewalks.
- Building setbacks vary on both sides of Windsor and parcels have multiple driveways that disrupt stretches of sidewalk.
- Some street trees occur closer to Isundega but are not consistent.
- Back facades of buildings that front Main have become an eyesore.

Recommendation:

- Improve existing parking throughout the downtown with paving, striping, and screening from the street.
- Improve rear facades of buildings that front Windsor.
- Relocate Police Station to Town Hall and improve green space at rear for public space.
- Study existing public and private parking lots for special event use.
- Develop parking strategy and wayfinding for downtown district.
- A [downtown association](#) is recommended to insure the success and vitality of downtown, and could be located within the Welcome Center.



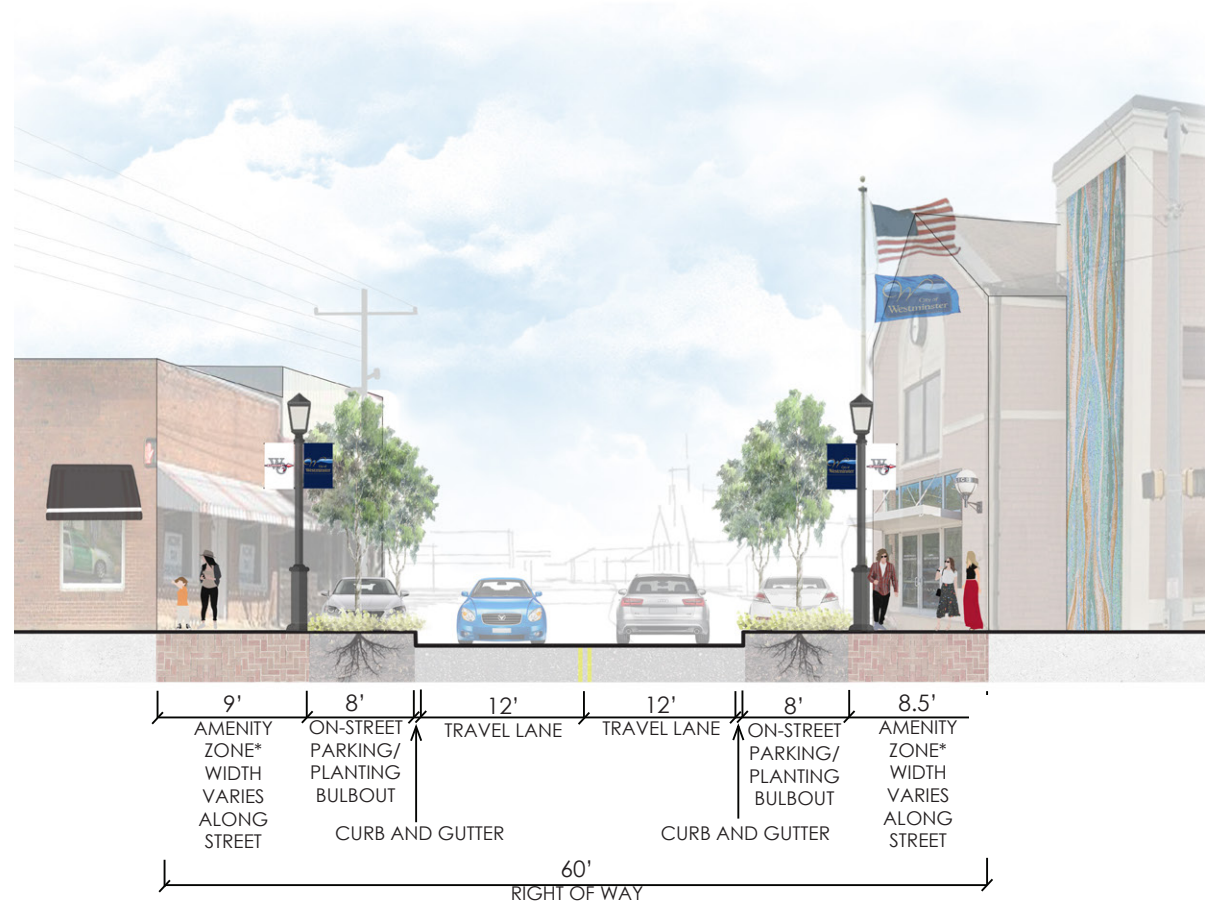
Main Street America is committed to strengthening communities through preservation-based economic development in older and historic downtowns and neighborhood commercial districts. Their approach helps communities get started with revitalization, and grows with them over time.

Windsor Street Typical Condition

Vision: Windsor will be the welcoming front door for Westminster with an improved streetscape, beautification, and placemaking opportunities.

RECOMMENDATIONS

- Improve safety with the addition of bump outs at intersections.
- Study on-street parking for efficiencies, ADA compliance, and opportunities for re-striping for more spaces.
- Realign or consolidate driveways where feasible to develop continuous sidewalk conditions (ex. Hotel).
- Implement consistent street tree planting, furnishings, and amenity program.
- Add pedestrian scaled lighting that is consistent across the downtown district.
- Utilize pedestrian lighting for city-branded or event banners.
- Expand public art along Windsor to include murals, mosaics, and other types of creative placemaking.



NOTES:

1. * MINIMUM 5' SIDEWALK;
6' PLANTING STRIP WHERE FEASIBLE.

NOTE: ALL STREET IMPROVEMENTS SHOULD ALIGN WITH THE SCDOT COMPLETE STREETS POLICY WHERE APPLICABLE.

Realigned with Safety in Mind

REALIGNING MAIN STREET TO CONNECT AT A SIGNALIZED INTERSECTION WITH WESTMINSTER WILL PROVIDE A SAFER CONDITION AND GATEWAY TO DOWNTOWN.

Existing Conditions:

- Vehicle traffic has a free-flow right onto Main from Windsor and the intersection is not signalized.
- Windsor and Main Street intersection has resulted in collisions and property damage.
- Main Street west of Windsor is 2-lane with on-street parking.
- Main Street east of Windsor is a 4-lane with painted median or turn lane with back of curb sidewalk.

Recommendation:

- Recruit commercial business to repurpose former drugstore.
- Improve rear of former drugstore property with Community Front Lawn.
- Realign Main to intersect with Windsor.
- Improve railroad adjacent property for public parking.
- Implement consistent streetscape for Main and Windsor.
- Create Main Street Trail to connect to neighborhoods and park to the south.

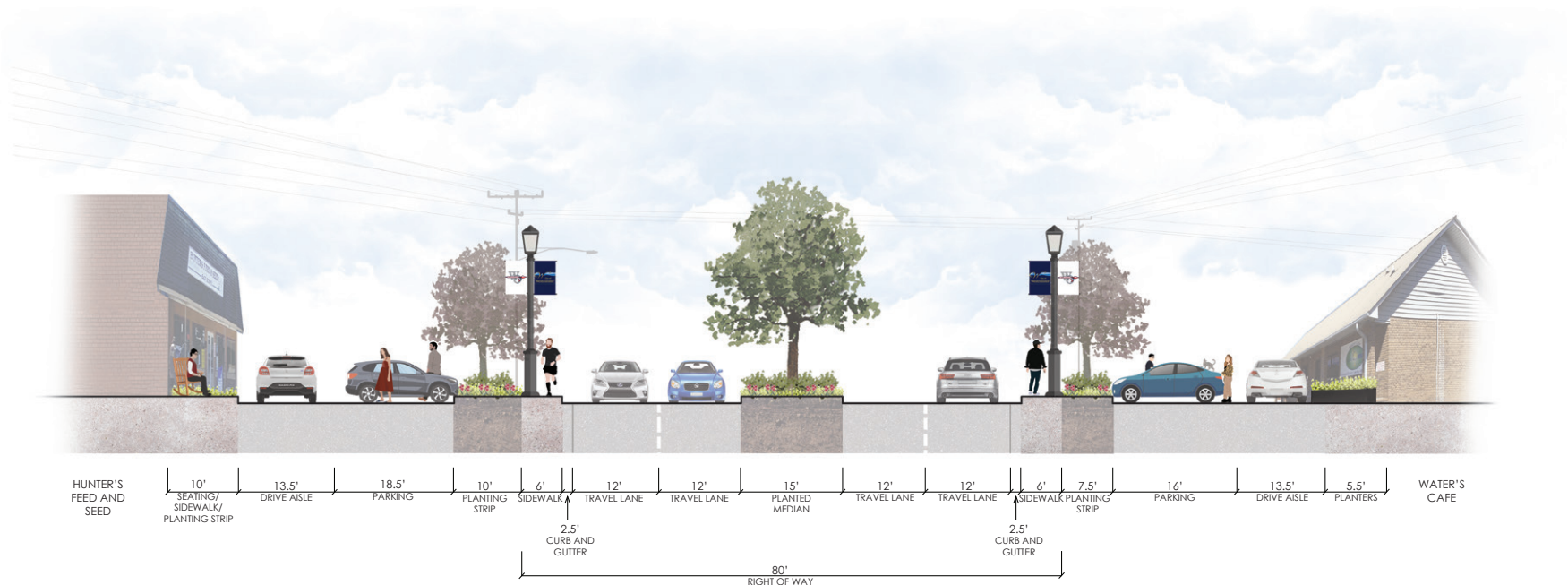


E. Main Street Typical Condition

Vision: East Main Street will be a safe, beautiful, and welcoming street that connects Westminster's downtown and business corridor to the rest region.

RECOMMENDATIONS

- Realign Main St. to connect to Windsor at a signalized intersection, removing the free-flow right turn onto Main.
- Add pedestrian crosswalks and traffic signals at Main and Windsor.
- Main Street west of Windsor intersection - improve streetscape to include on-street parking, wide sidewalks, pedestrian lighting, furnishings, street trees and landscaping,
- public art, and placemaking.
- Main Street east of Windsor intersection- improve streetscape with continuous sidewalks, street trees, pedestrian lighting, and planted center median where applicable.
- Minimize sidewalk interruptions with consolidation of parking lot driveways.
- Screen parking from street view with trees, landscaping, and decorative walls or fencing.
- Utilize pedestrian lighting for decorative banners or flags for city branding or special events.



NOTE: ALL STREET IMPROVEMENTS SHOULD ALIGN WITH THE SCDOT COMPLETE STREETS POLICY WHERE APPLICABLE.



When a door closes a window opens. With the departure of a national drugstore from downtown, the City can reposition the property and troublesome intersection to recruit a business that can adaptively reuse the building and become a welcoming front door to downtown. "Apples to fritters", as the saying goes in the Golden Corner.

Case Study: Breweries - Adaptive Reuse and Economic Generators

Vaulted Oak Brewery, an example of adapted reuse of a former bank in Charlotte, was conceived with the goal to bring the surrounding neighborhoods together and create a gathering place. The 4,000-square-foot brewery maintains elements of the former bank, including the vault door, the drive-up teller window and the pneumatic tubes. The drive-thru teller area has been enclosed and now serves as a patio and walk-up window where people can order drinks. The taproom has windows that look into the brewing area.

"Celebrated for their ability to initiate economic development through beer tourism (Mitcheli & Vanderwerf, 2010), craft breweries have acted as agents of change and catalysts of "the (re)volution of places in decline" (Myles & Breen, 2018)."

"The flexible adaptation and occupation of existing buildings by craft breweries conjures up images of a hermit crab, a crustacean known for seeking out abandoned shells and repurposing them as a new home. Like the hermit crab, craft breweries demonstrate the potential to revitalize and revalorize existing spaces."

Source: [Craft breweries as hermit crabs: Adaptive reuse and the revaluation of place](#)

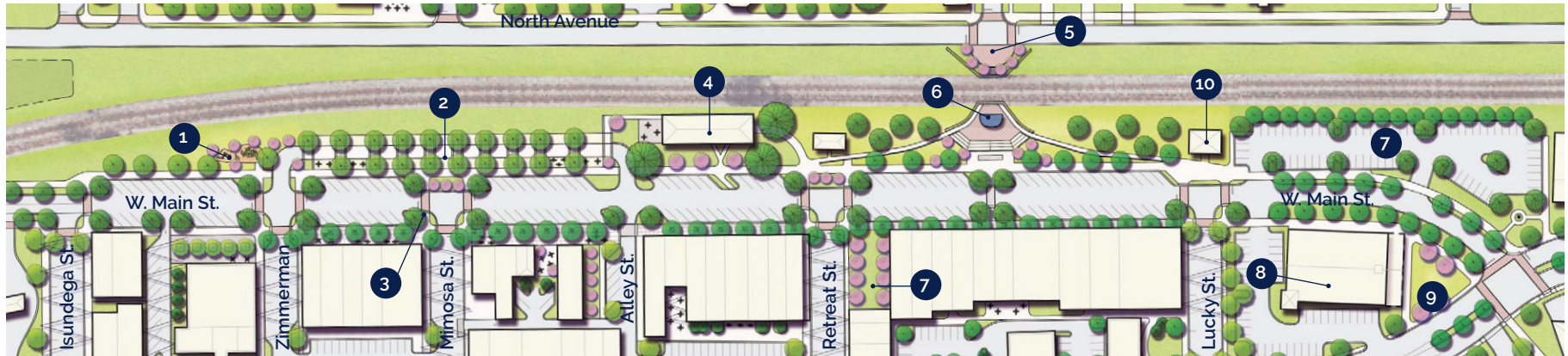


Image: Axios Charlotte



[Learn more about Vaulted Oak.](#)

10 Reasons to Walk on Down to Main Street



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| <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">1</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">2</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">3</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">4</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center;">5</div> | <p>1 Main Street Playground - a safe and fun place to play on Main! An enclosed play space for the smallest of train enthusiasts.</p> <p>2 Depot Promenade - Re-envision the Depot parking into a linear plaza for events, food trucks, markets, and flexible parking when not programed.</p> <p>3 A streetscape with trees, sidewalks, on-street parking, and places to discover seamlessly connecting people to shops, restaurants, and businesses along Main Street.</p> <p>4 Historic Depot - downtown's place to celebrate special events, meetings, and train watching.</p> <p>5 Grey Street Tunnel - a new safe and welcoming people-only entrance to Main Street from North Avenue.</p> | <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">6</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">7</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">8</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center; margin-bottom: 10px;">9</div> <div style="border: 1px solid blue; padding: 5px; width: 40px; text-align: center;">10</div> | <p>6 Railroad Park - the prominent and iconic new place for Westminster to gather and celebrate together.</p> <p>7 Putting underutilized space to good use, new public parking gives visitors a place to park-once for events or daily trips.</p> <p>8 The first stop when visiting the Downtown District, the former drug store will become a welcoming commercial business.</p> <p>9 The Community Front Lawn - a new public space to welcome visitors to the Downtown District.</p> <p>10 Public Bathrooms - providing the necessities for the Downtown District to become a true destination within the region.</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

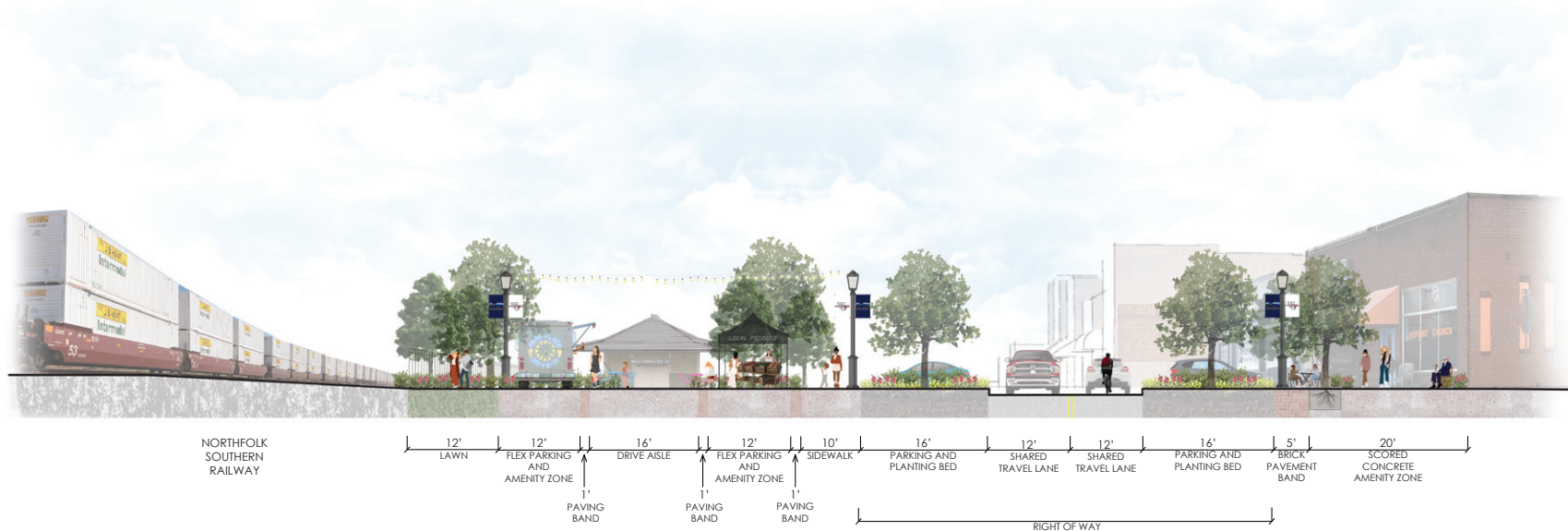
Historic Main Street District

Vision: Historic Main Street will become Oconee County's premier destination for art, entertainment, and celebration.

RECOMMENDATIONS

- Main Street Streetscape - implement a cohesive streetscape that supports a vibrant downtown district. Incorporate [Shared Lane Markings \(SLMs\)](#) or "sharrows" to accommodate bicycles.
- Sidewalk - Should be uniform in material, width, and provide ample space to comfortably stroll, accommodate cafe seating, and be ADA compliant for safe navigation.
- Angled Parking - Should be incorporated along Main Street throughout the district to serve the thriving businesses.
- Street Trees - Should be utilized to frame the street on both sides. Planted in bulbouts, planters, and within tree grates where appropriate.
- Branding - Should be unique to the district and be used incorporated in a variety of elements
- Lighting - Pedestrian scaled lighting should be used throughout the district and should be utilized for banners to celebrate the community - *Go Warriors!*
- Placemaking - Public art, street furnishings, elements of surprise and wonder, should all be incorporated within the streetscape to add character and entice curiosity of "what may be on the next block"

MAIN STREET
SCALE: 1"=10'



NOTE: ALL STREET IMPROVEMENTS SHOULD ALIGN WITH THE SCDOT COMPLETE STREETS POLICY WHERE APPLICABLE.

Railroad Park

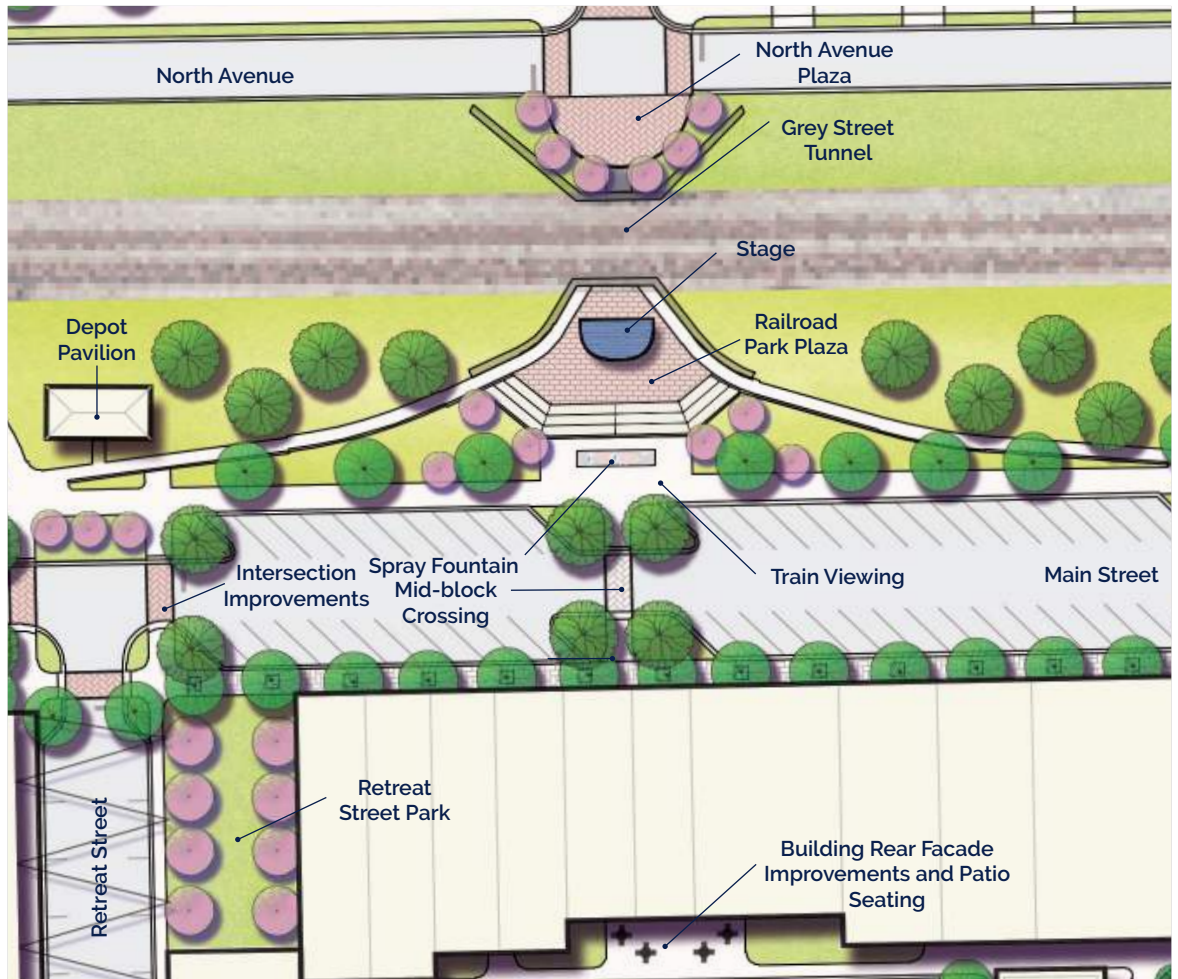
WHETHER THE BACKDROP FOR A MUSIC FESTIVAL OR A SUNNY SPOT TO WATCH TRAINS, RAILROAD PARK WILL BECOME AN ICONIC DESTINATION.

Existing Conditions:

- Located south of the railroad tracks and north of Main Street, access lanes exist to serve access under the railroad tracks connecting Main Street and North Avenue.
- Retaining walls exist hold the grade of the railroad and sidewalks bring pedestrians under the railroad through the Grey Street tunnel.
- Parallel parking occurs along the north side of Main, angle parking occurs along the south side.

Recommendation:

- Reimagine the existing drive lanes and underpass as people-only spaces, maintaining connections from North Avenue to Main Street.
- Implement crosswalks, street trees, pedestrian lighting, and furnishings along Main Street that tie into the new open space.
- Integrate retaining walls with seating and steps within the space and a spacious plaza at its center for performances and gatherings.
- Connect to businesses with a mid-block crossing that aligns with the train viewing platform.
- Entice pedestrians from North Avenue with a welcoming plaza and improvements to the Grey Street tunnel.



Case Study: Ruston, LA

Since 2007 the City of Ruston has been investing in their Downtown, revitalizing it into a cultural entertainment and retail hub. This revitalization has consisted of a major Streetscape Project with the goal of creating a more pedestrian friendly, accessible, and inviting environment for visitors and locals alike. The district is home to the Louisiana School for the Blind, so a focus on accessible infrastructure was key in the Downtown transformation strategy.

The Streetscape Project consists of nine separate phases in total, with phases seven, eight, and nine currently under construction. The project includes: the burying of power lines, addition of green space through the Downtown District, the enhancement of sidewalks and the renovation of Railroad Park. This project has primarily been funded by both state and federal grants. Ruston is a nationally accredited Main Street American program, a network of over 2,000 communities sharing a commitment to building high-quality places and stronger communities through preservation-based economic development. Ruston Main Street consists

of an active group of business owners committed to serving the community hosting monthly public Downtown Community meetings to discuss the continued development of Downtown Ruston.

The city speaks of main street saying, "Ruston Main Street is the economic engine and core of our community." There are regularly programmed activities and events which contribute to Main Street's success. These events include live music, plays, parades, farmer's markets, and festivals- the most famous being the annual Peach Festival. Being a Railroad town, with a historic Main Street, the landscape of Park Avenue and Railroad Park gives a vision of what Westminster Main Street and future Railroad Park and Amphitheater might be.

"RUSTON MAIN STREET IS THE ECONOMIC ENGINE AND CORE OF OUR COMMUNITY."

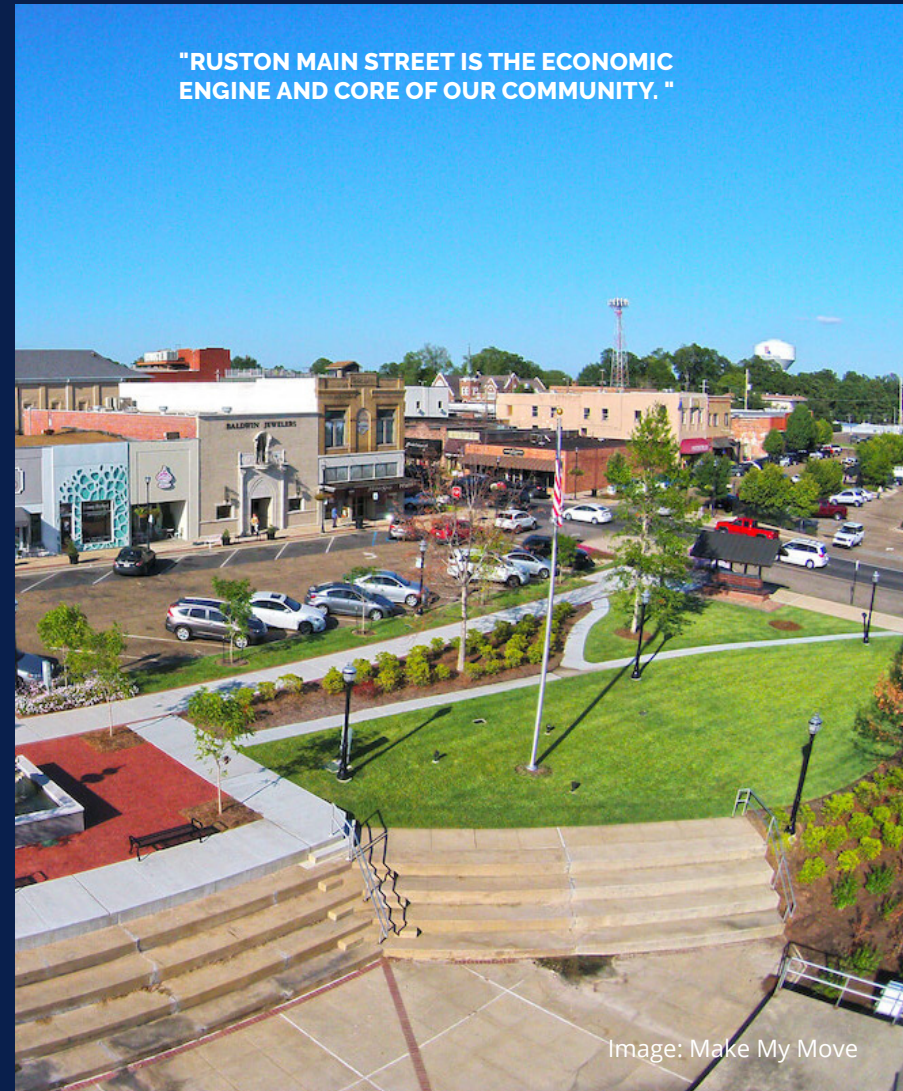


Image: Make My Move



Learn more about Ruston's Main Street program.

113 W. Main

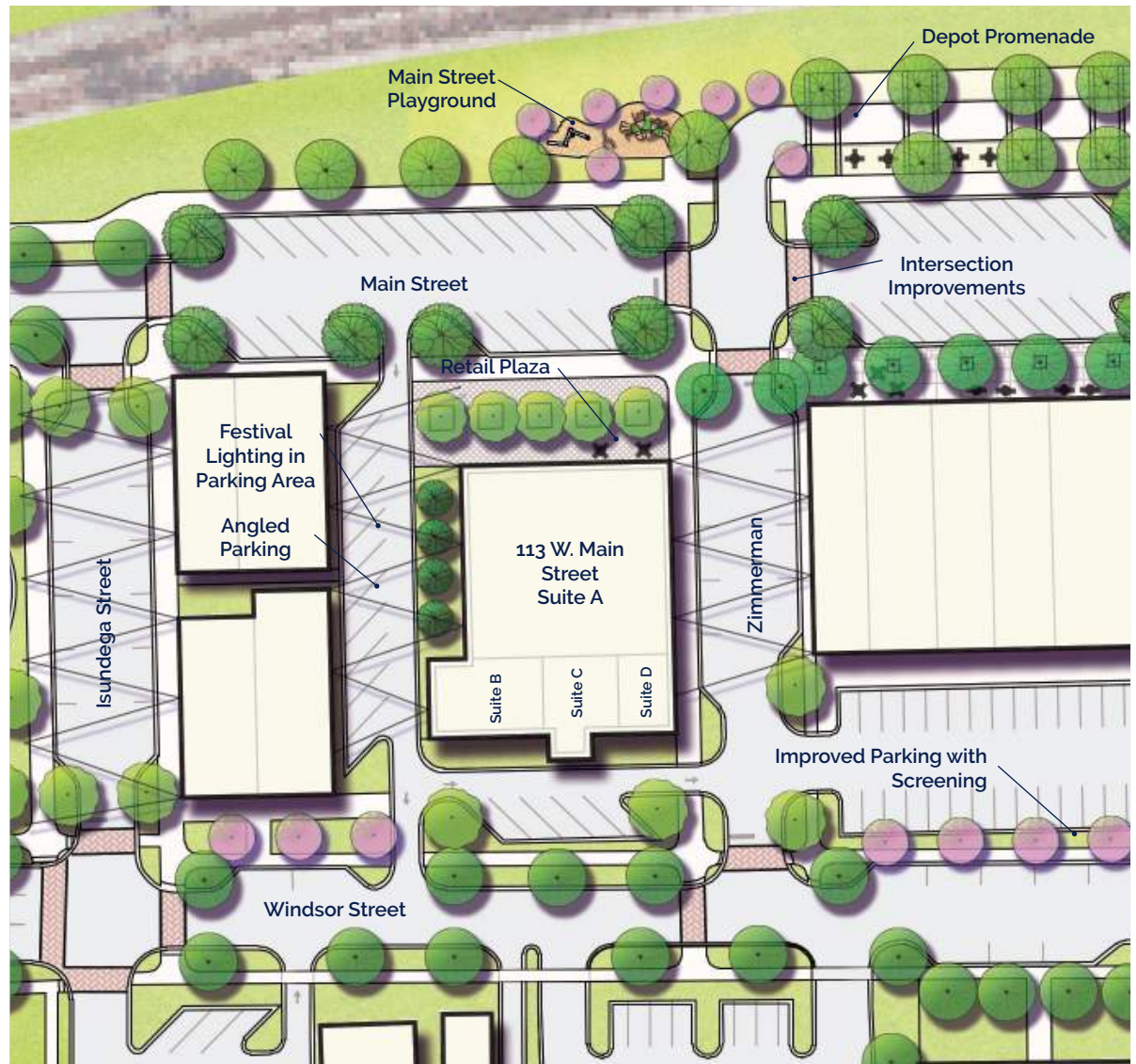
113 W. MAIN WILL BE A CATALYST SITE FOR DOWNTOWN WESTMINSTER. A DESTINATION IN ITS OWN RIGHT, ITS REDEVELOPMENT WILL SPUR NEW INVESTMENT IN DOWNTOWN.

Existing Conditions:

- Former gas station and service repair garage
- Brownfield property
- Owned currently by an out of town property owner

Recommendation:

- Reapply for Targeted Brownfields Assessment through EPA Region IV.
- Recruit a business to the parcel that attracts people to downtown on their way to explore local natural resources.
- Consider subdividing the building to house more than one tenant.



Case Study: Wander North Georgia

A LOCALLY, FAMILY-OWNED OUTDOOR STORE LOCATED IN CLAYTON, GEORGIA GIVES PRECEDENT ON HOW 113 WEST MAIN STREET MIGHT TRANSFORM.

Founded in 2016, Wander North Georgia began as a social media channel highlighting the beauty of the North Georgia outdoors. As the Wander community grew, they began hosting meet ups for hiking, rafting, and zip-lining. In September 2016, the first Wander shop opened in an old building in downtown Clayton, Georgia. The store wasn't an ordinary place- it had an indoor bocce ball court, corn hole, and a projector showing movies. The Owners, Josh and Alex Brown and Jake and Courtney Scott, worked all the shifts themselves while still working their day jobs out of the back half of the store. Seeking out the best fishing spots, kid-friendly hikes, and stargazing locations, the Browns and Scotts gave personalized recommendations to customers making everyone feel like an old friend. They eventually quit their day jobs to try and make Wander more than a hobby. In 2017, they obtained their first resell partner and at present our proud partners to over thirty small businesses across the state of Georgia. In 2018 they launched the 1% for Rabun County Initiative, where 1% of sales each month goes to a different Rabun County non-profit organization. Wander has three different downtown locations, but at present are in a revitalized hardware store building located at 87 North Main Street.



[Learn more about Wander.](#)



Image: Explore Georgia



113 W. Main is positioned to be reimagined as a destination within the region. Whether housing one company or a collection of small businesses, this site can become the catalyst that will spur change on Main Street.



IMPLEMENTATION GUIDE



Image: Scott MacInnis

Implementation Guide

The following pages contain the Implementation Guide, a reference table for the recommendations associated with this Master Plan. Recommendations are organized into categories which correspond to a specific number. Certain recommendations are identified as priority projects and some indicate a zoning recommendation. Community partners for specific recommendations are identified. Every recommendation is tied to a project horizon and guiding principle.

1

Priority Projects: Priority projects are indicated by a star. These are the projects that should be at the top of the list to implement. These projects are identified as priorities because they are tied to the success of other recommendations in the Master Plan.

3

Zoning Recommendations: Some recommendations may require a zoning code modification. The zoning recommendation icon indicates that the zoning language on this topic should be reviewed and either updated or added if language on the topic does not currently exist.

2

Case Studies: Some recommendations have hyperlinks to corresponding Case Studies provided as an example of a similar project or program. These case studies are a "go-by" for how to carry out a specific recommendation.

4

Project Horizon: Project Horizon represents the amount of time a recommendation may take to be carried out. Some projects may be completed in the short-term, while others may require decades to come to fruition. A recommendation is identified as either short (0-5 years), mid (5-10 years), or long-term (10+ years).

How do the Guiding Principles tie into the Implementation Guide?



CONNECT TO MAIN STREET

Connecting people to Main Street via sidewalks, streets, pathways, and parks is critical to creating a walkable, thriving Downtown district. Recommendations with this principle suggest how people might travel to Downtown.



LEAD WITH VIBRANCY

Downtown should be full of great places for people to gather. Whether that be on a Festival Street, in a park, or at a sidewalk cafe, recommendations in this category focus on Downtown placemaking.



OPEN FOR BUSINESS

This guiding principle is all about the business side of things. These recommendations center around recruiting, maintaining, and enhancing the Downtown business community.



WESTMINSTER TO THE CORE

This principle aims to highlight and enhance the Westminster culture- through art, festivals, and Downtown programming.

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
CATALYST PROJECTS RAILROAD PARK	1.1 Grey Street Tunnel: Reimagine the existing drive lanes and underpass as pedestrian only spaces. Maintain connections from North Avenue to Main Street. Create the North Avenue Plaza and Railroad Park Plaza. Incorporate lighting, public art and beautification.	SCDOT, Norfolk Southern Railway, Consultant	★					
	1.2 Railroad Park and Amphitheater: Integrate retaining walls with seating and steps within the space and a spacious plaza at its center for performances and gatherings. Create a gathering plaza at the top of the park for train viewing. (Case Study: Railroad Park- Ruston, LA)	Norfolk Southern Railway		★				
	1.3 Consider utilizing railroad cars at the top of Railroad Park for pop up restrooms, food stalls, retail vendors, etc. (Case Study: The Silos of Easley)				●			
	1.4 Incorporate a water feature such as a spray fountain within Railroad Park.					●		
	1.5 Streetscape: Implement crosswalks, street trees, pedestrian lighting, and furnishings along Main Street that tie to Railroad Park. Connect to businesses with a mid-block crossing that aligns with the train viewing platform.	Norfolk Southern Railway	●					
	1.6 Acquire schematic design and updated cost estimation. Determine next steps and then acquire construction documents for implementation.	Consultant	●					

! INDICATES ZONING RECOMMENDATION

★ INDICATES PRIORITY PROJECT

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes		
			Short 0-5 Years	Mid 5-10 Years	Long 10+ Years				
CATALYST PROJECTS	113 WEST MAIN	1.7	Reapply for Targeted Brownfields Assessment through EPA Region IV.	EPA Region IV, SCDHEC, Potential Owner, Consultant	●				
		1.8	Recruit a business to the parcel that attracts people to downtown on their way to explore local natural resources. Consider subdividing the building into suites for multiple tenants. (Case Study: Wander North Georgia)		●				
	DOWNTOWN STREETScape	1.9	Develop a Main Street Streetscape Plan including standards. See case studies for zoning language. All street improvements should align with the SCDOT Complete Streets Policy where applicable. (Case Studies: Greer, SC)	Downtown Association, SCDOT, Consultant	●				
		1.10	Develop a Windsor Streetscape Plan that would include: street tree plantings, pedestrian amenities, lighting, banners, and public art. All street improvements should align with the SCDOT Complete Streets Policy where applicable.		●				
		1.11	Develop a Festival Streetscape Plan to include conversion of local blocks between Windsor and Main to festival streets keeping vehicular connection, while allowing the closure of roads for special events.		●				










! INDICATES ZONING RECOMMENDATION

★ INDICATES PRIORITY PROJECT






Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes		
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)				
CATALYST PROJECTS	W. MAIN/ WINDSOR	1.12	Realign W. Main Street to tie into W. Windsor Street. Improve connections to North, Walhalla, and Windsor Streets.	SCDOT, Norfolk Southern Railway, Consultant	●				
	ROUNDAABOUT	1.13	Study the potential of a roundabout at the new alignment of W. Main Street and W. Windsor Street.	SCDOT, Norfolk Southern Railway, Consultant	●				
	E. MAIN/ WINDSOR	1.14	Study potential realignment of E. Main Street at E. Windsor Street to intersect at a 90 degree angle for safer vehicular movement.	SCDOT, Consultant	●	●			
	300 E MAIN ST	1.15	Study the former drugstore property for a commercial adaptive reuse project. Renovate rear of building for entrance and downtown gateway (Case Study: Vaulted Oak Brewing)	Walgreens, Oconee County, Consultant	●				
	OLD COLLEGE SCHOOL SITE	1.16	Hire a Structural Engineer to perform a structural assessment to determine the potential reuse of the buildings. This should be completed ahead of recommendations 1.17, 1.18, and 1.19. (Case Study: Wyche Pavilion)	Consultant	●				

INDICATES ZONING RECOMMENDATION








INDICATES PRIORITY PROJECT

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short 0-5 Years	Mid 5-10 Years	Long 10+ Years			
CATALYST PROJECTS	OLD COLLEGE SCHOOL SITE	1.17 Apply for Targeted Brownfields Assessment through EPA Region IV	EPA Region IV, SCDHEC, potential owner		●		 	
		1.18 Reaccess future land use based on structural results and determine other sources of funding to assist with clean up and redevelopment.	Consultant		●		 	
		1.19 Assess site and buildings for appropriateness for historic designation. (Case Study: What's in Your Preservation Toolkit?)	Consultant	●			 	
	RELAX INN	1.20 Encourage updates to existing lodging accommodations within downtown, research funding opportunities. (Case Studies: Longleaf Hotel ; Lincolnton Motel)	Downtown Association		●		 	
		1.21 Conduct a targeted market study to understand potential capture area and customer profile.	Downtown Association, Consultant		●			

 INDICATES ZONING RECOMMENDATION

Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes
					Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)		
CATALYST PROJECTS	GAS STATION	1.22	Consider undeveloped gateway parcels 530-06-02-015 and 530-22-09-001 for gas station recruitment.	Real Estate Agent		●			
	W MAIN ST TUNNEL	1.23	Make the West Main Street railroad underpass pedestrian only with the addition of lighting and beautification with murals or other embellishments. Realign Main Street and improve connections to North, Wahalla, and Windsor Streets.	SCDOT, Norfolk Southern Railway, Consultant		●			
WALKABILITY/ CONNECTIONS	SIDEWALK	2.1	Develop a sidewalk Capital Improvement Program to expand/upgrade sidewalks and create neighborhood/downtown walking loops. Identify stormwater improvements to coincide with sidewalk improvements.	Oconee County Transportation Committee , SCDOT		●			
	WAYFINDING	2.2	Develop and implement gateway and wayfinding program that includes both directional and parking signage 	SCDOT, Norfolk Southern Railway, Consultant	●				

 INDICATES ZONING RECOMMENDATION

Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes
					Short 0-5 Years	Mid 5-10 Years	Long 10+ Years		
WALKABILITY/ CONNECTIONS	LONG CREEK HWY	2.3	Work with SCDOT to study beautification opportunities at the intersection of Long Creek Highway and Windsor Street. Consider adding a gateway feature at this location.	SCDOT			●	 	
	RAILROAD SAFETY	2.4	Implement fencing along Main and North for the entirety of the Downtown District to deter pedestrians from crossing tracks.	SCDOT, Norfolk Southern Railway	●				
	MAIN ST TRAIL	2.5	Develop trail that connects W. Main Street to Lucky Street Ball Field.				●	 	
	VETERAN'S TRAIL	2.6	Implement a veteran's memorial trail within the streetscape of the downtown district to honor veterans with placemaking tributes.	Downtown Association, VFW and other veteran organizations, Consultant		●		 	

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)		
DOWNTOWN BUSINESS/MAIN ST	NATIONAL REGISTER 3.1	Apply to list the historic downtown study area on the National Register of Historic Places as a district. This unlocks opportunity for state and federal tax credits for contributing buildings. (South Carolina Economic Incentives Toolkit)	Consultant		●		
	MAIN STREET SC 3.2	Become a Main Street South Carolina member.	Municipal Association of South Carolina (MASC)	●			
	DESIGN GUIDELINES 3.3	Develop Downtown Design Guidelines to maintain a desirable aesthetic and consistency to all Downtown buildings.	Consultant		●		
	VACANT BUILDINGS 3.4	Create a Vacant Building Policy that requires owners to register their vacant buildings and properties and maintain them to a minimum standard. (Case Study: Warrenton, NC)	Downtown Association	●			

INDICATES ZONING RECOMMENDATION





Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes		
			Short 0-5 Years	Mid 5-10 Years	Long 10+ Years				
DOWNTOWN BUSINESS/MAIN ST	CODE VIOLATIONS	3.5	Develop and maintain top five priority code violations for continued enforcement.	Police, Code Compliance and Development Coordinator	●				
	BUSINESS OPERATION	3.6	Develop a Downtown Association comprised of businesses, property owners, and key stakeholder with the intent of supporting investment, business recruitment, programming, and tourism. (Case Study: Downtown Statesville)	Consultant	★				
	MARKETING PLAN	3.7	Develop a downtown marketing plan to market Westminster as a hometown, downtown destination within Oconee County.	Downtown Association, Consultant	●				
	BUSINESS RECRUITMENT	3.8	Recruit and support specialty food retail, outdoor retailers (outdoor adventure), clothing, shoe, and gas stations.	Downtown Association, Consultant			●		

INDICATES ZONING RECOMMENDATION





INDICATES PRIORITY PROJECT











Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)		
DOWNTOWN BUSINESS/MAIN ST	FOOD TRUCKS	3.9 Program Depot Promenade with Food Trucks. Recruit food trucks and identify a regular schedule.	Downtown Association		●		
	LODGING	3.10 Recruit new lodging accommodations within downtown.	Downtown Association		●		
	HOUSING	3.11 Encourage adaptive reuse of current spaces including for apartments and senior housing to increase residents within the downtown area.		●			
	ECONOMIC DEVELOPMENT	3.12 Create an Economic Development Ordinance public campaign that advertises the benefits of this new ordinance. Include a business process checklist that is easy to follow. Coordinate branding efforts.	Downtown Association	●			
	FIBER NETWORK	3.13 Implement free public wifi throughout the Downtown district.	Upcountry Fiber, Downtown Association	●			

INDICATES ZONING RECOMMENDATION

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short 0-5 Years	Mid 5-10 Years	Long 10+ Years			
PARKS/OPEN SPACE	DEPOT PROMENADE	4.1	Repurpose the Depot parking lot to serve as a multifunctional space supporting food trucks, public space, events, and flex parking. (Case Study: Greer City Park Promenade)		●			
	RETREAT ST	4.2	Complete Streetscape Improvement Plan of Retreat St turning it into a Festival Street. Improve the park stage area by enclosing the rear wall and bringing the stage in front. Provide an overhead structure for the stage area.		●			
	HALL ST PARK	4.3	Study safe connections from downtown to the new Hall Street facility and consider wayfinding signage between this site and downtown.		●			
	W. P. ANDERSON PARK	4.4	Improve pedestrian connectivity and ADA accessibility to and within the park. Address stormwater erosion along E. North Ave.		●			









Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes		
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)				
PARKS/OPEN SPACE	W. P. ANDERSON PARK	4.5	Coordinate W. P. Anderson Park improvements from the Community Development Block Grant with applicable initiatives from this Master Plan.		●				
	MAIN ST PLAYGROUND	4.6	Implement a playground with train features adjacent to the Depot Promenade, north of Zimmerman and W. Main Street.	Consultant, Downtown Association, Norfolk Southern Railway		●			
	FARMER'S MARKET	4.7	Study the capacity for a farmer's market including who could lead this local initiative. Identify interested vendors and host the market at the Depot Promenade . (Case Study: Matthews Community Farmers' Market)	Downtown Association, Consultant	●				
	PUBLIC RESTROOMS	4.8	Assess current public restrooms and available hours. Assess cost benefit of installing public restrooms along E. North Street east of the Depot versus continuing to rent portable toilets for events. (Case Study: Greenville Public Restrooms)			●			

Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes
					Short 0-5 Years	Mid 5-10 Years	Long 10+ Years		
OPEN SPACE	OUTDOOR CLASSROOM	4.10	Consider incorporating tables and seating into an existing or redesigned public space for multi-use, including an outdoor classroom.			●			
LANDSCAPE	LITTER	5.1	Schedule an annual or bi-annual cleanup day within downtown and tie to branding. (Case Study: Simpsonville, SC)		●				
	COMMUNITY GARDEN	5.2	Support and fund the Lazy Daisy Garden Club to invest volunteer time and resources in managing and maintaining community garden.		●				
	LANDSCAPE MASTER PLAN	5.3	Develop a Landscape Master Plan for the Downtown District that includes street trees, parks, public space, plant selection, design, and maintenance.	Oconee County Extension Office, Consultant, Downtown Association		●			






Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes
					Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)		
OPEN SPACE	LANDSCAPE ORDINANCE	5.4	Develop a Landscape Ordinance which addresses tree planting, tree preservation, buffering, and screening. Screening requirements to address parking and specific commercial uses such as heavy equipment, automotive shops, etc. (Case Study: Greenville Tree Ordinance) 	Trees Upstate					
BRANDING/PUBLIC ART	BRANDING STUDY	6.1	Perform a branding study to determine how the City would like to market itself. Consider developing branding specific to the Downtown district. 	Consultant					
	ALL THINGS APPLE	6.2	Consider capitalizing on the apple symbol and the apple festival for more year round use. Update the water tower paint, plant apple trees, recruit a business to provide apple treats like apple fritters year round.	Consultant					
	HOMETOWN HIGH SCHOOL	6.3	Develop signage and marketing to declare the West Oak High School Warriors as Westminster's hometown team.	West Oak High School, Oconee County School District					



 INDICATES ZONING RECOMMENDATION

Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes
					Short 0-5 Years	Mid 5-10 Years	Long 10+ Years		
BRANDING/ PUBLIC ART	PUBLIC ART	6.4	Build on successful art initiatives by considering a temporary art installation. (Case Study: Dollywood's Umbrella Sky)	Gateway Arts Center, Consultant	●				
EVENTS	HOLIDAY FESTIVITIES	7.1	Build on Holiday festivities and budget for commercial grade decorations.	Downtown Association	●				
	MUSIC ON MAIN	7.2	Build on current music related events and formalize schedule and programming for consistency.	Westminster Music Centre	●				
	BIG FOOT FESTIVAL	7.3	Develop marketing strategy for festival that coordinates accommodations, entertainment, and restaurants with festival and theme.	Downtown Association, Consultant, SC Bigfoot Festival	●				

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
EVENTS	BLUE GRASS FESTIVAL 7.4	Design and designate more spaces and venues in the Downtown District to accommodate more performances.	Dale Glymph, Westminster Music Centre, Downtown Association		●		 	
	APPLE FESTIVAL 7.5	Pair the South Carolina Apple Fest with month-long lead up with culinary events, orchard tours, demonstrations, and smaller events all culminating at the final weekend festival. (Case Study: Charlotte SHOUT)	Downtown Association, SC Apple Festival		●		 	
	FESTIVAL GUIDELINES 7.6	Create guidelines for the major festivals downtown so there is consistency with delivery. 	Downtown Association, Consultant	●			 	
	FIRST FRIDAYS 7.7	Build on successful Retreat Street Park programming by considering a first Friday event that could coincide with food trucks and activating downtown in the evenings. (Case Study: Greenville First Fridays)	Downtown Association, Gateway Arts Center, Westminster Music Centre	●				

 INDICATES ZONING RECOMMENDATION





Category		Recommendation		Partners	Project Horizon			Guiding Principle	Notes	
					Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
COMMUNITY RESOURCES	RECREATION DEPARTMENT	8.1	Expand the Recreation Department to support Hall Street Project and new park spaces.				●			
	BLUE RIDGE BANK	8.2	Work with local community partners, such as Blue Ridge Bank, that own vacant properties to create a temporary or permanent uses that support this Master Plan.	Downtown Association				●		
	GATEWAY ARTS CENTER	8.3	Partner with Gateway Arts Center to expand art attractions to Westminster.	Gateway Arts Center	●				 	
PARKING	ON-STREET	9.1	Maintain and expand on-street parking through Downtown.	SCDOT, Downtown Association				●		

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes		
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)				
PARKING	PARKING STUDY	9.2	Conduct a parking study to analyze daily need and event need. Analyze ADA parking distribution and availability. Study how golf cart parking might be implemented.	Downtown Association, Consultant		●			
	PUBLIC PARKING	9.3	Expand and update current Parking Lots as shown on Master Plan. Provide parking signage with walking distances to areas of interest.	Downtown Association, Consultant			●		
	SHARED PARKING	9.4	Work with existing business owners to develop shared parking opportunities on E. Windsor Street and develop store fronts on the backside of these businesses where available. 			●			
	EVENT PARKING	9.5	Work with existing business owners to develop temporary event parking lots. Allow for event parking alongside the Railroad on North Avenue. See the Master Plan for more details. 	Existing Business Owners	●				







 INDICATES ZONING RECOMMENDATION

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
DEVELOPMENT	CIVIC BUILDINGS	10.1	Repurpose the Police Station into A Visitor's Center and City Council chambers. Relocate the Police Department into the current City Hall building. (Case Study: Wetumpka Tourist Trap)		●		 	
	RESIDENTIAL	10.2	Consider the design and construction of infill Cottage Housing adjacent to W.P. Anderson Park as shown on the Master Plan.			●	 	
	ARTIST RESIDENCY	10.3	Consider converting the existing residences adjacent to W.P. Anderson Park and/or the Old College School site into Artist Residences. (Case Studies: Kinston, NC ; Marshall, NC)			●	 	

 INDICATES ZONING RECOMMENDATION

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
GRANT/FUNDING SOURCES	ELECTRIC VEHICLES 11.1	Build on the pending electric vehicle parking spaces by joining the Park & Plug South Carolina program to implement additional EV charging stations and get on the waitlist for the Fast Charging application with Duke Energy.	Duke Energy	●				
	CBIG 11.2	Encourage local businesses to apply for the Commercial Building Improvement Grant (CBIG) program.	Downtown Association, Consultant	●				
	SHORT-TERM RENTALS 11.3	Develop an accommodations tax for short-term residential rentals. Develop a short-term rental ordinance. Case Study: Charleston, SC			●			
	CAPITAL IMPROVEMENT 11.4	Develop a Capital Improvement Plan for streetscape improvements and determine if C-Fund grants are a viable option. All street improvements should align with the SCDOT Complete streets policy where applicable.	Oconee County Transportation Committee		●			

 INDICATES ZONING RECOMMENDATION

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
MARKET ANALYSIS	BUSINESS RECRUITMENT 12.1	Create a business recruitment packet detailing key properties, retail focus categories, market data, and available incentives. (Case Study: Clinton, NC)	Downtown Association, Consultant	●			 	
	ENTREPRENEUR MEET-UPS 12.2	Host entrepreneur meet-ups quarterly to foster a network of business start-ups, inviting existing business owners, bankers, city officials, and highlight available properties as well.	Downtown Association	●			 	
	TRAINING EVENTS 12.3	Hold training events (lunch and learns) for existing small businesses focused on getting their businesses online and improving their digital presence.	Downtown Association	●				
	MERCHANT MEETINGS 12.4	Hold monthly merchant meetings and quarterly property owner meetings to regularly receive feedback and provide information on upcoming events, opportunities, incentives, and city priorities.	Downtown Association	●				

Category	Recommendation	Partners	Project Horizon			Guiding Principle	Notes	
			Short (0-5 Years)	Mid (5-10 Years)	Long (10+ Years)			
MARKET ANALYSIS	AFTER-HOURS PROMOTION	12.5	Implement an after-hours promotion where retailers commit to staying open late 4-5 times per year to coincide with retail promotion events like after 5 events. Promote these retailers as part of event promotions.	Downtown Association	●			
	ABANDONED BUILDINGS	12.6	Enact an abandoned building revitalization policy pursuant to the South Carolina Abandoned Buildings Revitalization Act.		●			
	SIGNAGE	12.7	Add signage as an eligible improvement to the existing Commercial Building Improvement Grant in Westminster. Signage should be appropriate for the historic district and should coincide with future design guidelines and architectural standards.		●			
	RENT SUBSIDY GRANT	12.8	Create a rent subsidy grant to support start-up businesses within retail focus categories as identified in market analysis. Grants should be restricted to those that complete business plan preparation courses through South Carolina Small Business Development Center. (Case Study: Florence, SC)			●		

INDICATES ZONING RECOMMENDATION

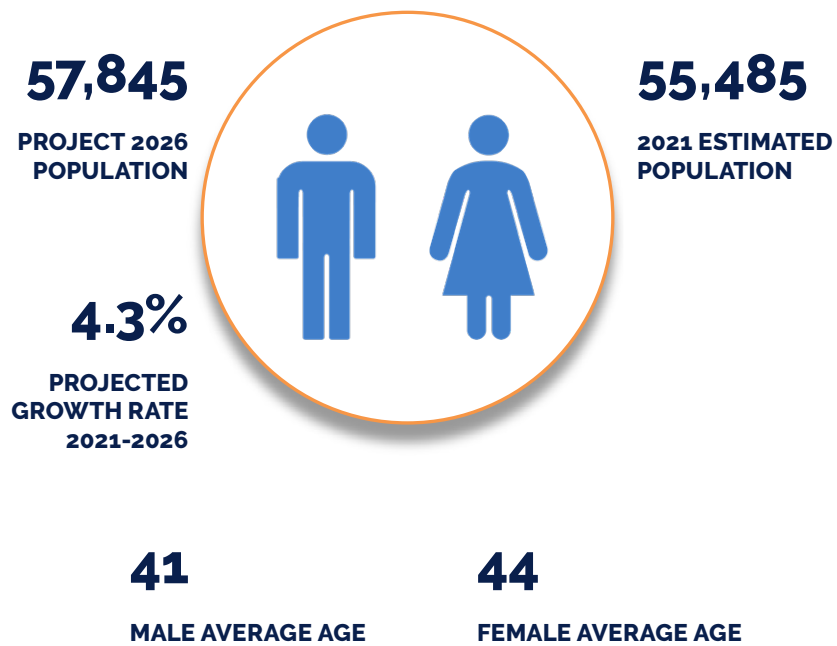
APPENDIX



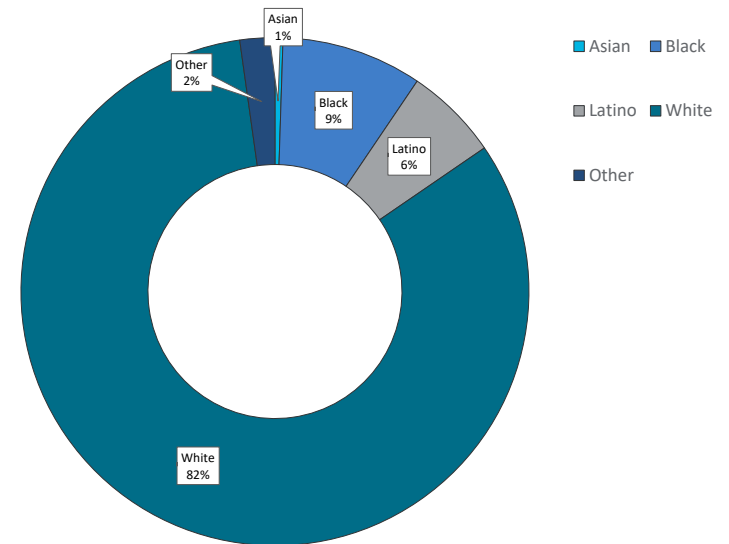
Image: Scott MacInnis

Custom Trade Area Demographics

CURRENT YEAR ESTIMATED POPULATION

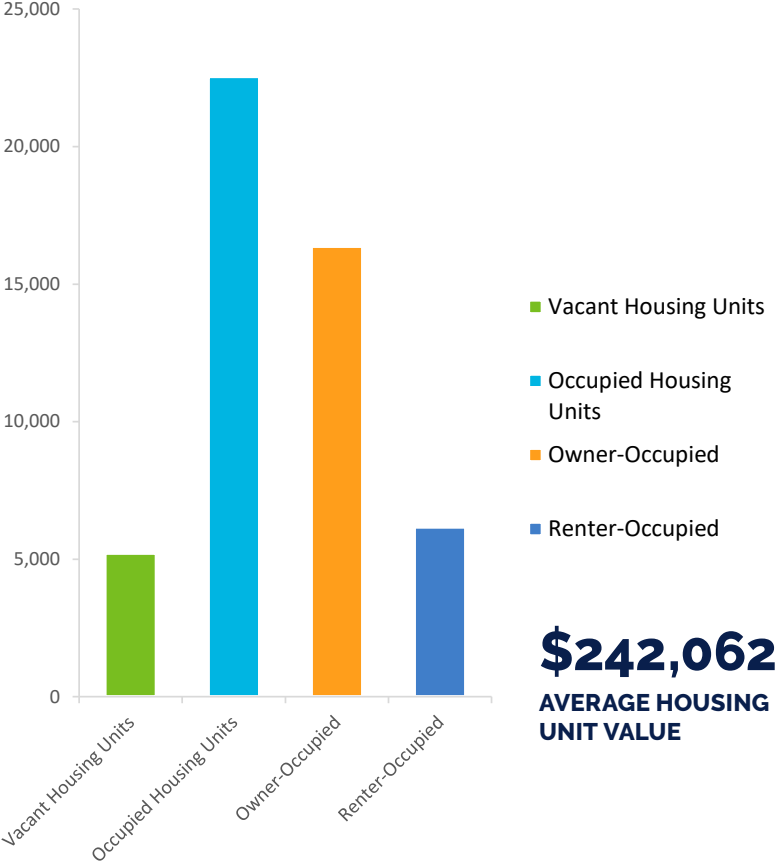


CURRENT YEAR ESTIMATED POPULATION BY RACE

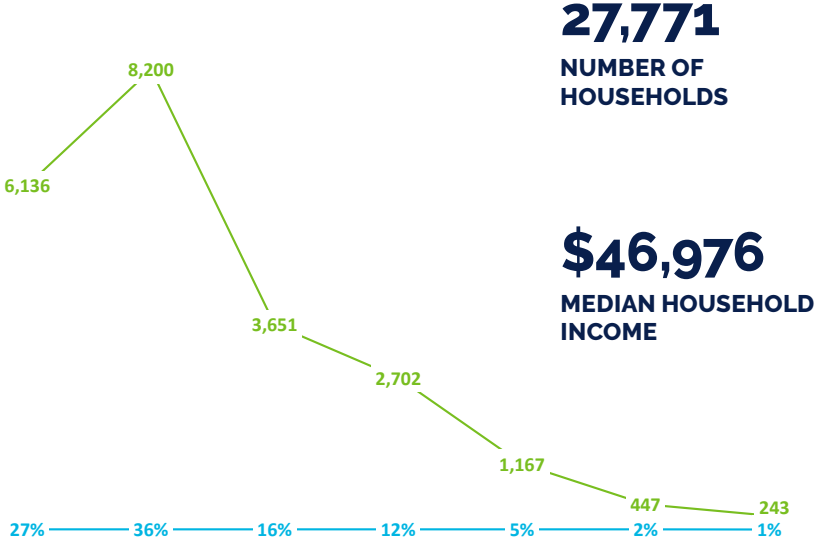


Custom Trade Area Demographics

CURRENT YEAR ESTIMATED HOUSING UNITS BY TENURE

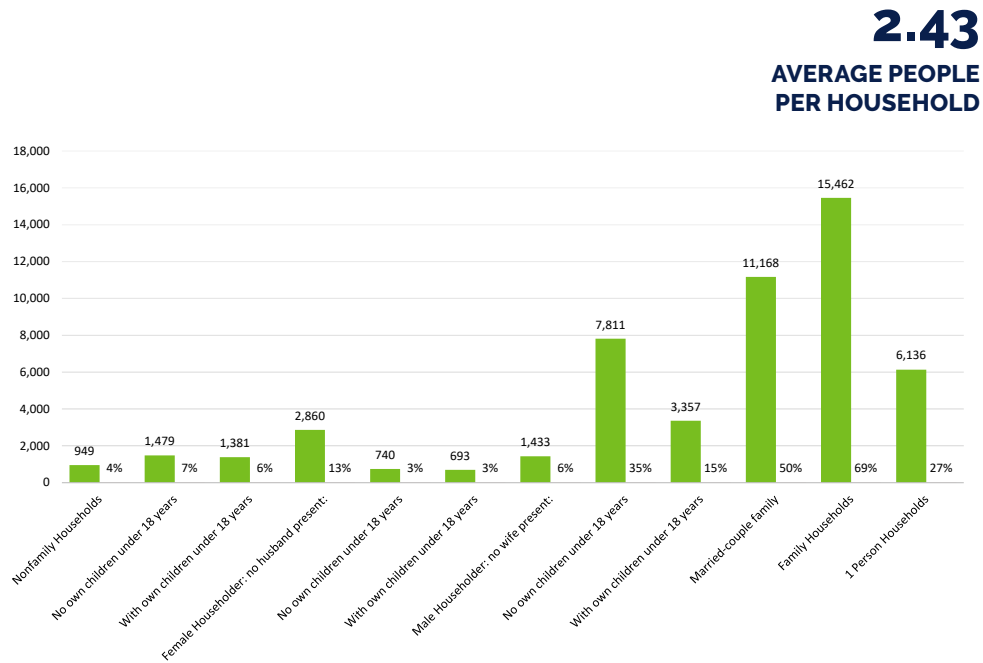


CURRENT YEAR ESTIMATED HOUSEHOLDS BY HOUSEHOLD SIZE

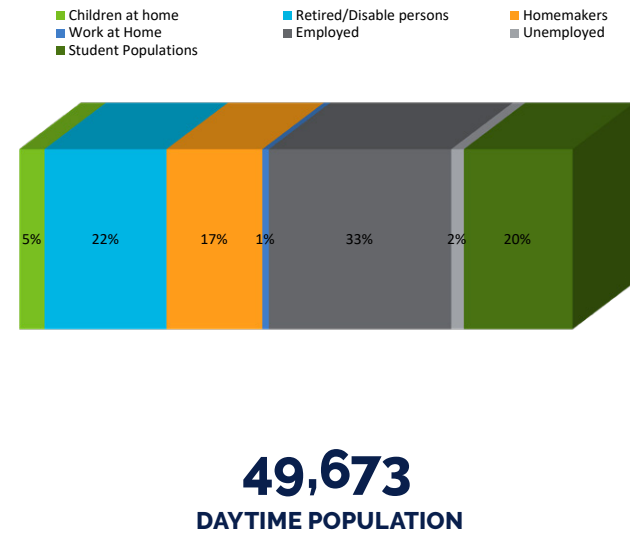


Custom Trade Area Demographics

CURRENT YEAR ESTIMATED HOUSEHOLDS BY HOUSEHOLD TYPE

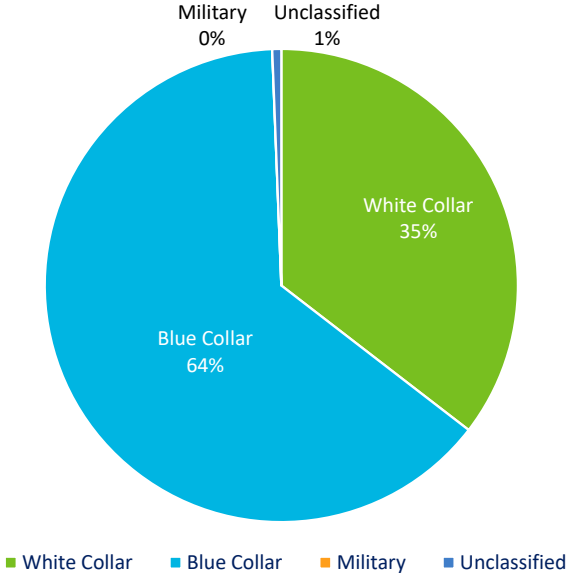


CURRENT YEAR ESTIMATED DAYTIME POPULATION



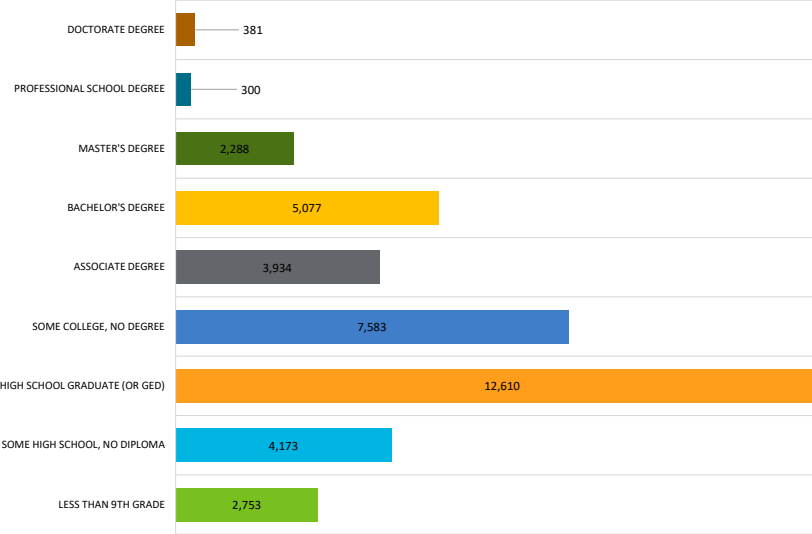
Custom Trade Area Demographics

CURRENT YEAR ESTIMATED EMPLOYMENT TYPE



\$45,355
AVERAGE EMPLOYEE
SALARY

CURRENT YEAR ESTIMATED POPULATION BY EDUCATION ATTAINMENT | AGE 25+



Tapestry Lifestyle Segmentation



LifeMode Group: Cozy Country Living

Heartland Communities

6F

Households: 2,850,600

Average Household Size: 2.39

Median Age: 42.3

Median Household Income: \$42,400

WHO ARE WE?

Well settled and close-knit, *Heartland Communities* are semirural and semiretired. These older householders are primarily homeowners, and many have paid off their mortgages. Their children have moved away, but they have no plans to leave their homes. Their hearts are with the country; they embrace the slower pace of life here but actively participate in outdoor activities and community events. Traditional and patriotic, these residents support their local businesses, always buy American, and favor domestic driving vacations over foreign plane trips.

OUR NEIGHBORHOOD

- Rural communities or small towns are concentrated in the Midwest, from older Rustbelt cities to the Great Plains.
- Distribution of household types is comparable to the US, primarily (but not the majority) married couples, more with no children, and a slightly higher proportion of singles (Index 112) that reflects the aging of the population.
- Residents own modest, single-family homes built before 1970.
- They own one or two vehicles; commutes are short (Index 82).

SOCIOECONOMIC TRAITS

- Retirees in this market depress the average labor force participation rate to less than 60% (Index 94), but the unemployment rate is comparable to the US.
- More workers are white collar than blue collar; more skilled than unskilled.
- The rural economy of this market provides employment in the manufacturing, construction, utilities, healthcare, and agriculture industries.
- These are budget savvy consumers; they stick to brands they grew up with and know the price of goods they purchase. Buying American is important.
- Daily life is busy, but routine. Working on the weekends is not uncommon.
- Residents trust TV and newspapers more than any other media.
- Skeptical about their financial future, they stick to community banks and low-risk investments.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by GfK MRI.

Tapestry Lifestyle Segmentation



LifeMode Group: Rustic Outposts

Rooted Rural

10B

Households: 2,430,900

Average Household Size: 2.48

Median Age: 45.2

Median Household Income: \$42,300

WHO ARE WE?

Rooted Rural is heavily concentrated in the Appalachian mountain range as well as in Texas and Arkansas. Employment in the forestry industry is common, and *Rooted Rural* residents live in many of the heavily forested regions of the country. This group enjoys time spent outdoors, hunting, fishing, or working in their gardens. Indoors, they enjoy watching television with a spouse and spending time with their pets. When shopping, they look for American-made and generic products. These communities are heavily influenced by religious faith and family history.

OUR NEIGHBORHOOD

- This market is dominated by married couples, few with children at home.
- 80% of homes are owner occupied: primarily single family (73%) or mobile homes (24%).
- Nearly one in five housing units is vacant, with a high proportion for seasonal use.
- Home values are very low—almost half of owned homes are valued under \$100,000.



SOCIOECONOMIC TRAITS

- Shoppers use coupons frequently and buy generic goods.
- Do-it-yourself mentality; grow their own produce and work on their cars and ATVs.
- Pay bills in person and avoid using the internet for financial transactions.
- Often find computers and cell phones too complicated and confusing.
- Clothes a necessity, not a fashion statement; only buy new clothes when old clothes wear out.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Lifestyle Segmentation

LifeMode Group: Rustic Outposts

Rural Bypasses

10E

Households: 1,646,400

Average Household Size: 2.55

Median Age: 40.4

Median Household Income: \$33,000

WHO ARE WE?

Open space, undeveloped land, and farmland characterize *Rural Bypasses*. These families live within small towns along country back roads and enjoy the open air in these sparsely populated neighborhoods. Their country lifestyle focuses on the outdoors, gardening, hunting, and fishing. They are more likely to own a satellite dish than a home computer. Although most households do have a connection to the internet, use is very limited. Those who are not yet retired work in blue-collar jobs in the agriculture or manufacturing industries.

OUR NEIGHBORHOOD

- An older market, with more married couples without children and single households, the average household size is slightly lower at 2.55.
- Most residents own single-family homes or mobile homes (Index 504).
- Most housing was built from 1970 to 1989; vacancy rates are higher due to seasonal housing.
- Residents live in very rural areas, almost entirely in the South.


SOCIOECONOMIC TRAITS

- Almost 25% have not finished high school; 11% have a bachelor's degree or higher.
- Labor force participation is low at 47% (Index 76).
- Income is primarily derived from wages and supplemented with Social Security and Supplemental Security Incomes.
- Religion and faith are central in their lives.
- They rely on television to stay informed.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Lifestyle Segmentation



LifeMode Group: Hometown

Small Town Sincerity

12C

Households: 2,305,700

Average Household Size: 2.26

Median Age: 40.8

Median Household Income: \$31,500

WHO ARE WE?

Small Town Sincerity includes young families and senior householders that are bound by community ties. The lifestyle is down-to-earth and semirural, with television for entertainment and news, and emphasis on convenience for both young parents and senior citizens. Residents embark on pursuits including online computer games, renting movies, indoor gardening, and rural activities like hunting and fishing. Residents keep their finances simple—paying bills in person and avoiding debt.

OUR NEIGHBORHOOD

- Reside in small towns or semirural neighborhoods, mostly outside metropolitan areas.
- Homes are a mix of older single-family houses (61%), apartments, and mobile homes.
- Half of all homes are owner occupied (Index 79).
- Median home value of \$92,300 is about half the US median.
- Average rent is \$639 (Index 62).
- This is an older market, with half of the householders aged 55 years or older and predominantly single-person households (Index 139).


SOCIOECONOMIC TRAITS

- Education: 67% with high school diploma or some college.
- Labor force participation lower at 52% (Index 83), which could result from lack of jobs or retirement.
- Income from wages and salaries (Index 83), Social Security (Index 133) or retirement (Index 106), increased by Supplemental Security Income (Index 183).
- Price-conscious consumers that shop accordingly, with coupons at discount centers.
- Connected, but not to the latest or greatest gadgets; keep their landlines.
- Community-oriented residents; more conservative than middle of the road.
- Rely on television or newspapers to stay informed.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

Tapestry Lifestyle Segmentation



LifeMode Group: Rustic Outposts

Southern Satellites

10A

Households: 3,856,800

Average Household Size: 2.67

Median Age: 40.3

Median Household Income: \$47,800

WHO ARE WE?

Southern Satellites is the second largest market found in rural settlements but within metropolitan areas located primarily in the South. This market is typically slightly older, settled married-couple families, who own their homes. Two-thirds of the homes are single-family structures; almost a third are mobile homes. Median household income and home value are below average. Workers are employed in a variety of industries, such as manufacturing, health care, retail trade, and construction, with higher proportions in mining and agriculture than the US. Residents enjoy country living, preferring outdoor activities and DIY home projects.

OUR NEIGHBORHOOD

- About 78% of households are owned.
- Married couples with no children are the dominant household type, with a number of multigenerational households (Index 112).
- Most are single-family homes (67%), with a number of mobile homes (Index 509).
- Most housing units were built in 1970 or later.
- Most households own one or two vehicles, but owning more than three vehicles is common (Index 144).

SOCIOECONOMIC TRAITS

- Education: almost 40% have a high school diploma only (Index 140); 45% have college education (Index 73).
- Labor force participation rate is 59.1%, slightly lower than the US.
- These consumers are more concerned about cost rather than quality or brand loyalty.
- They tend to be somewhat late in adapting to technology.
- They obtain a disproportionate amount of their information from TV, compared to other media.



Note: The Index represents the ratio of the segment rate to the US rate multiplied by 100. Consumer preferences are estimated from data by MRI-Simmons.

THE DOWNTOWN MASTER PLAN WAS PREPARED WITH THE GREAT PEOPLE OF WESTMINSTER
IN 2023 AND IT IS THEIR GUIDING DOCUMENT FOR A PROSPEROUS FUTURE.

