

4.0 Future Land Use Plans

This section of the report provides an overview of the future land use plans and major development proposed for the Phase 2 study area. It also includes a summary of the Phase 1 US 52 Land Use and Transportation Plan (2004) which identifies previous land use and economic development strategies recommended for the US 52 corridor.

4.1 Winston-Salem Small Area Plans

The *Legacy Comprehensive Plan* provides the overall framework for planning in Winston-Salem, and is the basis from which local area plans are prepared by the Forsyth County and Winston-Salem City-County Planning Board and revised regularly. These small area plans provide a vision and recommendations for development trends based on existing conditions and objectives. Each plan offers various levels of detail and breadth of planning issues. Recommendations review the individual needs of a community in terms of land use, transportation, housing, and general community facilities and design.

Of the six local area plans, four pertain to the Phase 2 study area and are listed below:

- Downtown Winston-Salem Area Plan (2002)
- East Winston Area Plan (1988)
- South Central Winston-Salem Area Plan (2004)
- Southeast Winston-Salem Area Plan (2002)

The following is a brief summary of the overall goals and recommendations regarding land use or development initiatives that are contained in each of the local area plans.

4.1.1 Downtown Winston-Salem Area Plan

The downtown Winston-Salem area plan is entitled, *We Have a Plan for a Great Downtown Winston-Salem* (2002) and focuses on the area located west of US 52, north of Business I-40 (US 421), east of Broad Street and Spruce Street, and south of Sixth Street and Martin Luther King, Jr. Drive. This area overlaps the northwestern quadrant of the Phase 2 study area.

The area plan includes general guidelines on transportation, housing, and land use development strategies that would contribute to downtown's vitality. The plan provides a vision for downtown Winston-Salem and strives to, "make downtown a DESTINATION by creating a core area of vibrant, intense mixed uses in a very pedestrian-friendly environment." The plan emphasizes its support for, "employment centers, restaurants, supportive and festive retail, entertainment, arts, and downtown residential areas." The plan outlines seven goals to guide the development of the downtown area as listed below.

Goals

- 1) attract young people and young professionals to live and work in the downtown
- 2) attract new businesses to downtown in the form of office and commercial areas
- 3) provide facilities for research and "high-tech" uses

- 4) encourage residential development and provide better links to adjacent areas
- 5) provide a variety of community facilities to residents
- 6) establish a comprehensive approach towards local economic development
- 7) ensure the input of community members in the planning process

Initiatives

The downtown area plan provides a development strategy that defines the major use areas. Within the Phase 2 study area, the northern portion of the downtown area is proposed as an education and recreation center with an arts and entertainment area. The southern portion of downtown is recommended to become financial, governmental, and civic plaza areas. In the northeastern portion of downtown, the Goler-Depot Street Renaissance Strategic Development Plan is emphasized as a mixed-use development opportunity that would also provide more downtown housing. The downtown master plan recommends a commuter rail transit center to be located south of Third Street near Patterson Avenue.

4.1.2 East Winston Area Plan

The East Winston Area Plan (1988) focuses on a region generally located south of Smith-Reynolds Airport, east of the Norfolk-Southern Railroad, north of Business I-40, and west of Brushy Fork Creek and US 311. This area overlaps the northeastern quadrant of the Phase 2 study area.

The East Winston area has experienced some changes since the completion of the East Winston Area Plan in 1988 which is currently being updated and revised to reflect the desired land use changes for this area. The existing area plan outlines seven primary goals that provide direction for future zoning and land use planning.

Goals

- 1) when allowing zoning changes, existing establishments should not be negatively impacted
- 2) developers should provide a variety of housing types and densities to attract the diverse needs of local residents
- 3) additional recreational facilities need to be available to local residents
- 4) programs should be initiated that inform the public of development processes
- 5) studies should determine the ideal sites for office, commercial, and industrial facilities
- 6) special use zoning petitions should be encouraged
- 7) the Planning Board should have more authority over multifamily developments

Initiatives

The East Winston Area Plan reviews local dissatisfaction over the East Winston Shopping Center, located near the intersection of Martin Luther King, Jr. Drive and New Walkertown Road. The plan recommends the shopping center provide a greater variety of shopping opportunities for the local community. The plan also recommends that African American entrepreneurs be encouraged to become involved in the shopping center. In addition, the plan recommends the shopping center be expanded to adjacent vacant or underutilized lots.



In light of the location and goals of this facility, there is the potential for redevelopment of this location and it was designated as a Community Activity Center as part of the Phase 1 development strategies presented in the US 52 Land Use and Transportation Plan completed in 2004.

4.1.3 South Central Winston-Salem Area Plan

The South Central Winston-Salem Area Plan focuses on a region generally located south of Northwest Boulevard and Business I-40, east of Hawthorne Road and Peter's Creek, north of Silas Creek, and west of US 52. This area overlaps the southwestern quadrant of the Phase 2 study area.

The South Central Area has several historic resources, including the Old Salem Historic District and some of Winston-Salem's old streetcar suburbs. This area largely retains its historic character, has a significant amount of single-family residential housing, and includes mixed land uses and densities representative of traditional neighborhood designs. The area plan outlines seven primary goals that provide direction for future zoning and land use planning.

Goals

- 1) to conduct residential land use planning in a way that supports infill mixed residential uses, protects lower-density residential areas, and encourages higher-density residential development in suitable "Residential Infill Opportunity Sites"
- 2) to maintain the historic integrity of the South Central Area, including the Old Salem Historic District
- 3) to encourage development that is appropriate to the steep slopes and other environmental constraints of vacant properties
- 4) to consolidate commercial and office uses in existing locations and to re-use vacant buildings and underutilized sites instead of expanding into residential locations (except at recommended Neighborhood Activity Centers or Community Activity Centers)
- 5) to support the growth of public and private institutions and to encourage the involvement of community residents when institution expansion is necessary
- 6) to consolidate industrial land uses and to convert some industrial locations to mixed-use sites

- 7) to encourage mixed-use development that supports a variety of residential, commercial, office, and service-industry land uses

Initiatives

Several major developments are planned for the South Central area which are summarized below and discussed in more detail in Section 4.2 of this document.

A major redevelopment initiative is the construction of the Happy Hills Gardens public housing complex that will be accomplished through the HOPE VI federal program and the Housing Authority of the City of Winston-Salem.

The northern section of the Happy Hill Gardens-I neighborhood will be zoned for residential uses ranging from single-family to quadraplex types of housing. The site has much vacant land and includes various types of residential uses ranging from single-family to quadraplex types of development. Non-profit organizations have included this area in a redevelopment program that targets the Happy Hill Gardens-J public housing site to the south.

The southern section of the Happy Hill Gardens-J neighborhood will be zoned for multi-family residential housing. This public housing site contained 488 dwelling units on 55 acres, and is being redeveloped by non-profit groups as a mixed-income, mixed-dwelling location with both private and public ownership.

Located just south of Business I-40, the area bounded by Church Street, Cemetery Street, and Business I-40 contains some historic buildings that could be integrated with an intermediate or high-density residential development.

The Brookstown & Marshall Neighborhood Activity Center should cater towards the needs of tourists and visitors. Located between Marshall Street and Liberty Street just south Business I-40 (US 421), this center is located close to the Old Salem Historic District, to downtown Winston-Salem, and to the downtown Strollway. The area is recommended to provide additional commercial services and to enhance its pedestrian links to downtown and to improve landscaping and lighting.

The Southeast Gateway Neighborhood Activity Center should focus on enhancing the quality of life of local residents by providing access to foods, services, and area institutions. Located south of Salem Avenue and west of Main Street, this center has access to the Salem Creek Trail and is close to the Old Salem Historic District and the North Carolina School of the Arts. The area is recommended to provide additional business services, personal services, student-oriented retail, and combined-use facilities as well as residential uses.

The Piedmont Triad Research Park is mentioned in the South Central Gateway as the "Stadium Drive/City Yard – Research Campus and Educational Village." This area is suggested to be developed as a mixed-use site, including university-affiliated research and supporting services.

4.1.4 Southeast Winston-Salem Area Plan

The Southeast Winston-Salem Area Plan (2002) focuses on a region generally located south of Business I-40, east of US 52, north of I-40, and west of Salem Lake. This area overlaps the southeastern quadrant of the Phase 2 study area.

The predominant land use planned for the area that pertains to the Phase 2 study area are institutional uses associated with the Winston-Salem State University and the planned expansion of the campus. The area plan outlines seven primary goals that provide direction for future zoning and land use planning.

Goals

- 1) to attract medical support and services, banking, hotels, and entertainment places for people of all ages
- 2) to attract more intense mixed-use development to the transit station and establish this location as an activity node
- 3) to consolidate commercial and industrial development and to attract commercial development at a neighborhood scale
- 4) to steer commercial and industrial development away from residential areas and towards vacant and underutilized space
- 5) to promote land use flexibility and encourage more urban design controls emphasizing neighborhood-scale communities
- 6) to support development with mixed land uses, appropriate densities, and an urban design conducive to pedestrian, bicycle and public transportation modes
- 7) development densities should be clustered in a way that protects the natural environment and is targeted along Urban Boulevards

Initiatives

Located along Martin Luther King, Jr. Drive, north of the Winston-Salem State University campus is the former Union Station (Davis Garage) which is proposed to become a multi-modal transportation center. This location is proposed to provide bus services and car and van-sharing opportunities. Later, this facility would become a transit station for the proposed commuter rail service being evaluated by the Piedmont Authority for Regional Transportation (PART).



The Southeast Winston-Salem Area Plan recommends that this transit center becomes a concentrated activity node that supports

pedestrian-oriented mixed-use development. Recommended building uses include commercial businesses on the ground floor, office uses on the ground level or upstairs, and assorted multi-family residential housing. In addition, a park-and-ride lot should initially be located adjacent to the transit center before building a parking garage in the future.

4.2 Proposed Major Developments and Activity Centers

The downtown area of Winston-Salem is experiencing a resurgence of interest and investment by both private and public sectors groups which are undertaking a variety of efforts to revitalize and redevelop several locations within and near the Phase 2 study area. While also briefly reviewed by the small area plans, some developments and activity locations are particularly important to evaluate for the US 52 highway improvement project. The following section reviews the proposed developments and new centers of community activity that are located within the Phase 2 study area and shown in Figure 4-1.

4.2.1 Piedmont Triad Research Park

The largest development forecasted within the Phase 2 study area is the Piedmont Triad Research Park (PTRP), a venture of academic, public and private sectors in Winston-Salem, which is currently in its early stages of development. Focusing on biomedical research and supporting services, this facility is proposed to be implemented in close cooperation with the Wake Forest University Health Sciences (WFUHS), Winston-Salem State University, Salem College, and other local research and academic organizations.

The Research Park will occupy approximately 220 acres in the area located just west of US 52 corridor between Martin Luther King, Jr. Drive on the north and Salem Creek on the south. The PTRP includes three major “districts” – north, central, and south - totaling approximately 5.7 million gross square feet of development. The facilities within all three districts will support a variety of technology-driven commercial and educational enterprises. At full build-out, the PTRP is expected to house 30,000 employees.



Included in the development plan is a new, north-south, four-lane “Research Parkway” and linkages to the surrounding downtown roadway network. This parkway is proposed to link the Salem Creek Connector, to the south, with Third Street, to the north. A trail system will be constructed and the “Cloverleaf Greenway” will be the centerpiece beginning in the north district at the proposed “Fourth Street Square” and extending to the south through the two other districts of the Research Park.

Each of the three major “districts” will have a specific focus. The northern district, located between Third Street and Martin Luther King, Jr. Drive, is proposed to provide 2.4 million gross square feet of space and will house research and mixed-use facilities, including offices, retail, and residential. The central district, located between Business I-40 is proposed to provide 2.0 million gross square feet of space and will house the Wake Forest University Health Sciences Biomedical Research Campus. The southern district, located between Salem Creek and Business I-40, is proposed to provide 1.1 million gross square feet of space and will house biomedical research and academic facilities associated with Wake Forest University, Salem College, Winston-Salem State University, and other academic and research organizations.

4.2.2 Goler-Depot Street Renaissance Strategic Development Plan

The Goler-Depot Street Renaissance Strategic Development Plan proposes to redevelop the Goler neighborhood in northern downtown Winston-Salem. The project plans to integrate renovated historic buildings with a new development that includes commercial and residential uses. In addition to renovations, the plan includes approximately 244 new housing units, 30,000 gross square feet of new commercial space, 80 to 100 new senior building units, and 273 parking spaces.

The Goler-Depot plan comprises of three primary initiatives. First, the Brown & Williamson building will be renovated, providing 60 residential units, 18,800 gross square feet of commercial space, and 40 parking spaces. Second, the Patterson Street Initiative will develop empty space along the roadway, providing 84 residential units, 80 to 100 senior building units, and 117 off-street parking spaces. Third, Church Square will be developed as the center of the community, providing an additional 80 residential units, 12,000 gross square feet of commercial space, and 116 parking spaces.

The Goler-Depot development strives to enhance the existing built environment in downtown Winston-Salem while providing more mixed-use, pedestrian-friendly living options. Future strategies include redeveloping Patterson Avenue, urbanizing Martin Luther King, Jr. Drive, and expanding the residential district further south.

4.2.3 Happy Hill Gardens Redevelopment

The Happy Hill Gardens Revitalization project as funded by the HOPE VI federal program proposes to replace 488 distressed public housing units with 425 new units. Located south of Old Salem in the southern portion of the Phase 2 study area, Happy Hill Gardens previously included barracks-style public housing with concentrated poverty and crime. Revitalizing this community is important to its better integration with the Southeast Gateway area and historic the Historic Old Salem District.

Included in the new revitalization plan are 66 single-family detached dwellings, 67 townhouses, 137 stacked townhouses, 27 wide and shallow townhouses, 54 stacked apartments, and 94 senior units. In addition to the replaced housing structures, 20 new townhouses will be built on a new site near J.D. Diggs Elementary School adjacent to the other units. This project includes a home ownership component, and will sell at least 20 homes to former public housing households, 32 to moderate-income "Section 8" households, and 67 will be sold at market rate.

Two primary streetscape connections are included in this development. Alder Street would function as the primary gateway in the southwest, and lead to Waughtown Street and Historic Old Salem to the north. In the southeast, Mock Street would become a gateway and provide connections to Vargrave Street and US 52 to the south.

4.2.4 Southeast Gateway Plan: Gateway Winston-Salem

Completed in 1992, the Southeast Gateway Plan provided a vision of the area south of the Old Salem Historic District, including the Happy Hill Park, the North Carolina School of the Arts, and area west of Main Street. This study recommends means of making Salem Creek a more integral part of the community, improving access to major activity centers, improve the Happy Hill Gardens site, improve traffic flow, and re-use major development sites.

While many of the study's recommendations are still in the conceptual phases, the Gateway Winston-Salem project to the south of Salem Avenue and to the west of Main Street was approved in December 2004. This development proposes to construct a mixed-use residential and commercial development immediately to the southwest of the traffic circle newly built at the intersection of Salem Avenue and Main Street. Many of the buildings would have commercial uses on the ground floor and residential accommodations on the upper floors. The development would provide new 16 one-bedroom residential dwellings, 67 two-bedroom residential dwellings, 16 three-bedroom residential dwellings, 200 gross square feet retail space, 7,360 gross square feet designated for restaurants, a 89,769 gross square feet physical fitness facility, and 67,710 gross square feet of office space.

4.2.5 Winston-Salem State University Master Plan

Another major development within the Phase 2 study area is the expansion of the Winston-Salem State University (WSSU) campus, located east of US 52 and south of Business I-40. Located on a 94-acre campus, the WSSU Master Plan proposes approximately 60% total growth by 2010. New residence halls have already been constructed to the west of Martin Luther King, Jr. Drive, and additional plans show a continued expansion southward into Civitan Park. By 2010, the student enrollment is projected to increase by 50 percent (from 3,000) while the gross building space is projected to increase by approximately 65%.

WSSU plans significant expansion of all facilities and will expand its building space from 1.1 million to 1.8 million gross square feet of educational, office, residential, and recreational space by 2010. Several needed projects have been identified and are planned to be implemented. Listed in order of priority, these projects include a student activities center, student housing, a School of Education building, purchasing and renovating Civitan Park, a fine arts district, and a new Administration building. Other identified needs for the WSSU campus include an increase from 1,228 housing units to 1,974 and an increase from 1,290 parking spaces to 2,243 by 2010.



Faculty, students, and staff at WSSU are also projected to increase significantly by 2010. WSSU currently enrolls approximately 3,000 students and plans to expand to almost 6,000. Faculty is projected to increase from approximately 180 to 280. Staff is also planned to grow significantly from approximately 350 to 600 by 2010.

The WSSU master plan assumes the proposed construction of the Salem Creek Connector and recommends the transformation of Martin Luther King, Jr. Drive into a pedestrian-oriented street. The Salem Creek Connector will be a new east-west, four-lane thoroughfare located between Martin Luther King, Jr. Drive on the east and connecting to Salem Avenue and the proposed Research Parkway west of US 52. Martin Luther King, Jr. Drive is currently a four-lane thoroughfare that splits the WSSU campus in two, creating a barrier that would be minimized if this roadway became more pedestrian oriented.

4.3 Phase 1 US 52 Land Use and Transportation Plan

The US 52 Land Use and Transportation Plan completed in 2004 provides guidelines and recommendations for future development strategies along the US 52 corridor. This Plan – referred to as

the Phase 1 Plan - was conducted as an earlier phase of work on the US 52 corridor and provided land use strategies tailored to the proposed reconstruction of US 52. The Plan also identified the means by which the highway improvement project could support the redevelopment of underutilized areas and stimulate economic development opportunities throughout the corridor. A summary of the land use and development strategies contained in the Phase 1 Plan and the basis for those recommendations is provided below.

4.3.1 Basis for Phase 1 US 52 Land Use and Development Strategies

The *Legacy Comprehensive Plan* is Winston-Salem's (and Forsyth County's) "comprehensive plan". While it does not contain a future land use map, it is a very sound policy plan that provides a solid framework for more detailed planning. The *Legacy Plan* "is a general long-range policy guide for decisions concerning the overall growth and development of the community". Further stated, the Plan: "focuses on the physical growth of our community but also addresses quality of life issues like education, community safety, citizen involvement, diversity and integration".

The redevelopment of US 52 to current NCDOT freeway standards (as proposed in the Phase 1 Plan) reinforces an opportunity for the City to apply these basic precepts of the *Legacy* plan in the upgrading of a significant corridor that exhibits many signs of decline, abandonment and underutilization. A revitalized US 52 corridor will also provide further support to key planning and development initiatives that are already in place. Some additional key *Legacy* plan policy features that form the base for the US 52 land use plan as proposed in the Phase 1 Plan include:

- building upon existing areas with infill development, redevelopment, revitalization, etc., to use urban land "more intensively, reducing pressures on rural areas
- mixed-use development with "a balance of services, together with efficient provision of public services and facilities."
- "...improved coordination between land use and transportation"...to reduce dependence on the automobile
- pedestrian-oriented development
- an emphasis on "attractiveness and vitality of (the) community"
- "building better neighborhoods" and "urban neighborhoods" that provide "quality infill development, greater residential densities", and "where appropriate, neighborhood retail and community services" are provided
- economic development strategies focused on specific Area Plans, "redevelopment of abandoned industrial and brownfield sites", and "economic diversification"

The *Legacy* plan also contains specific design policies that are followed and built upon in the recommendations of this plan:

- "...attractive roadways that are handsomely landscaped, well lighted, and have underground utilities."
- "Attractive gateways" to "welcome visitors to our community."
- The "Urban Boulevard Concept." While the *Legacy Plan* utilizes this concept for corridors serving specific linkage functions, it is very applicable, with variations, to a number of roadways in the US 52 study area and is applied herein on the basis of its landscape character and the orientation of building in close proximity to the right-of-way to support pedestrian circulation and connectivity. For purposes of this US 52 Corridor Plan, this "Urban Boulevard" concept has been utilized to build a further hierarchy of street types that provides concepts for enhancements to smaller streets that can be

improved to support the land use, gateway and general land use enhancement recommendations of the corridor. They include:

Urban Boulevard: In this study, the term "Urban Boulevard" applies this side design feature to four-lane streets with a landscaped median.

Urban Street: An "Urban Street Concept" is also used to denote two-, three- or even four-lane roadways that do not have a median but would be developed to provide those "attractive roadways" and "gateways" that have the same site planning emphases on building setbacks and pedestrian-orientation.

Neighborhood Street: The "Neighborhood Street Concept" is used to denote what are typically two-lane street that are predominantly residential serving but which are also likely to experience some change in role in supporting land use improvements related to the upgrade of US 52 and associated land use recommendations. The intent is that residential character be preserved and vehicular speeds kept to appropriate levels through emphases on building setbacks, on-street parking, street-tree planting, and pedestrian-orientation.

4.3.2 Summary of Phase 1 US 52 Land Use and Development Strategies

As part of the US 52 Land Use and Transportation Plan completed in 2004, referred to as the Phase 1 Plan, recommendations were made as to possible redevelopment and revitalization opportunities for many areas within the Phase 2 study area. The Phase 1 recommendations are described in the following narrative and shown in Figure 4-2. Most of the recommendations that were developed in the earlier phase of the US 52 corridor study remain valid and are assumed to be the basis for recommendations developed as part of the Phase 2 plan.

Phase 2 Study Area-North

Piedmont Triad Research Park:

As part of the Phase I planning for the US 52 Corridor, the Piedmont Triad Research Park was recognized as a major development that could occupy significant portions of the underutilized lands located between US 52 and the core of downtown Winston-Salem. The Piedmont Triad Research Park is planned to extend from the Salem Creek floodplain area on the south to Martin Luther King, Jr. Drive on the north; the US 52 corridor would be the eastern boundary with Chestnut Street and Patterson Avenue being the western edge of the complex. The Piedmont Triad Research Park is closely associated with Wake Forest University, the University's Bowman Gray School of Medicine and the Baptist Hospital complex located west of the downtown area. The Research Park is also expanding relationships with Winston-Salem State University.

The majority of the facilities within the Research Park will be associated with biomedical and other academic research activities and outpatient medical services are expected to be provided as well. The proposed development plans for the Research Park indicate that the interchange improvements of the interchanges of US 52 at Martin Luther King, Jr. Drive and the Salem Creek Connector would provide the northern and southern gateways for the Park. Also, the redesign of the US 52/Third Street partial interchange would also support the development objectives of the Research Park. The development plans also propose a new major north/south roadway - "Research Park Boulevard" - that would extend from Martin Luther King, Jr. Drive to Salem Creek Connector providing a major thoroughfare for traffic circulation

within the Park. Although the Piedmont Triad Research Park's plans are still being formulated, it is clear that this is a major development opportunity that will be supported by the proposed US 52 improvements and will also stimulate additional growth within the Phase 2 study area.

Downtown Winston-Salem:

A master plan for downtown Winston-Salem was adopted by the City in 2002 and a variety of implementation actions are underway. The proposed reconstruction of US 52 and associated interchange improvements will directly support implementation of the Downtown Master Plan.

Within the Phase 2 study area, the proposed development of the Piedmont Triad Research Park will transform a large expanse of underutilized land located between the US 52 corridor and the downtown area. With proper design, the Piedmont Triad Research Park would form a new "front door" for downtown that will be consistent with the new "address" provided by an upgraded US 52 facility and its potential interstate highway designation.

The downtown plan provides a development strategy that defines the major use areas in the central business district. Within the Phase 2 study area, northern downtown is proposed as an education and recreation center with an arts and entertainment area. The southern portion of the downtown district is recommended to become financial, governmental, and civic plaza areas. In northeastern downtown, the Goler-Depot Street Renaissance Strategic Development Plan is emphasized as a mixed-use development opportunity that would also provide additional downtown housing. The downtown master plan recommends that a commuter rail transit center be located north of Third Street near Patterson Avenue.

Third Street-Fourth Street Highway Cap Park:

US 52 has long been perceived as a barrier between the activities on the east and west sides of the highway. As stated in the Phase 1 Plan, the depressed alignment of US 52 in the Third, Fourth and Fifth Streets area presents an opportunity to bridge the highway with a "cap" that would support an open space/recreational area that would extend into the activity areas on both sides of the highway. The potential for this type of park/open space would require funding from a number of sources as well as the involvement of the local communities and the Piedmont Triad Research Park.

Southeast Winston Neighborhood Redevelopment:

The area generally bounded by US 52, Fourth Street, Cameron Avenue and Business I-40 is a predominantly residential area straddling Martin Luther King, Jr. Drive. This area is experiencing a variety of neighborhood improvement activities. Development of the Third Street-Fourth Street Highway Cap Park proposed as part of the Phase 1 study for the US 52 corridor should contribute to this effort as well as provide a linkage to the Piedmont Triad Research Park. This linkage between the areas east of US 52 and jobs in the Research Park should have positive impacts for both efforts. The development of the Martin Luther King, Jr. Drive urban boulevard should likewise support this effort.

Southeast Winston Institutional/Health Care District:

The area bounded by US 52 on the west, Martin Luther King, Jr. Drive on the north, Cleveland Avenue on the east, and Fourth Street on the south contains a variety of uses including: Forsyth County Public Health; multi-family public housing; and social service related facilities, churches and other public facilities. It is

expected that these would continue to function unless the respective agencies determine future needs that would lead to replacement. At the same time, it contains some vacant land and underutilized sites that have infill and redevelopment potential. It is recommended that infill development (as well as possible reuse of some of the public facility sites) be undertaken to focus on businesses that would provide support services to the Piedmont Triad Research Park. This opportunity should be particularly focused and structured to provide economic development opportunities for the businesses and residents of the East Winston neighborhoods. Additionally, economic development efforts in this area, as well as the Piedmont Triad Research Park itself could provide employment opportunities for the public housing residents, and employment training programs should be targeted toward them. The area could potentially support a hotel/motel that would support the Research Park.

Martin Luther King, Jr. Drive Community Activity Center:

The area straddling Martin Luther King, Jr. Drive and defined generally by Cleveland Avenue, Mt. Zion Place, Cameron Avenue and East Fifth Street contains a variety of commercial, service and residential uses. The commercial center on the north side of New Walkertown Road contains viable community and neighborhood commercial uses that can be expanded on. The older strip center on the west side of Martin Luther King, Jr. Drive and other sites provide redevelopment and infill opportunities. This area should be the focus of redevelopment and infill activities to strengthen it as a community activity center. This development could also include business opportunities that would provide support services to the Piedmont Triad Research Park.

JFK Middle School-Medical Research "Magnet" School:

The JFK Middle School, located in the northeast quadrant of US 52 and Martin Luther King, Jr. Drive, has been converted to special uses. Given the proposed development of the Piedmont Triad Research Park, it is recommended that the possibility of converting the JFK Middle School to a "magnet school" that is tied to the research emphasis of and sponsored by the Piedmont Research Triad Park be considered.

Phase 2 Study Area-South

The *South Central Area Plan* covers the portion of the study area west of the US 52 Corridor and south of Business I-40, while the *Southeast Area Plan* covers the area east of US 52 and south of Business I-40. As discussed above, the *South Central Area Plan* is a well-conceived plan on which the City is proceeding with implementation. While formatted differently from the *South Central Area Plan*, the *Southeast Area Plan* is also a guide to on-going implementation strategies by the City. The proposed improvements to US 52 present opportunities for refinement of these plans in the following areas:

Salem Creek Greenway and Park:

The trail and recreational facilities along Salem Creek should be further enhanced as a major open space to provide non-vehicular linkages between a number of special use areas (Winston-Salem State University, Salem Academy and College, Old Salem Historic District) as well as the adjoining neighborhoods. It is recommended that such enhancements be incorporated into appropriate Area Plans as well as in the planning and design activities for the Salem Creek Connector. The construction of the proposed Salem Creek Connector and a new interchange with US 52 should be closely coordinated with enhancement of this major open space.

Salem Creek Connector and US 52 Interchange Gateway:

The combined proposal by the City and NCDOT to build the Salem Creek Connector and the recommended reconstruction of the existing Vargrave Street interchange to become the Salem Creek Connector interchange will provide a significant enhancement of access to this portion of the US 52 corridor. While there are few land use development opportunities associated with this interchange and the Connector, it will provide a definitive “gateway” to Winston-Salem State University, Salem Academy and College, Old Salem Historic District and the North Carolina School of the Arts. Some of these institutions have current master plans that relate well to the proposed improvements of US 52. This proposed interchange will also provide the southern “gateway” to the Piedmont Triad Research Park and enhanced access to the Happy Hill community.