

Thomasboro-Hoskins Area Plan



The Thomas House



Thomasboro Elementary School



Hoskins Mill



Hoskins Park

Charlotte-Mecklenburg Planning Commission

Adopted by City Council December 9, 2002

Acknowledgements

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EXECUTIVE SUMMARY

This executive summary gives an overview of some of the key issues and concerns identified during the planning process for the *Thomasboro-Hoskins Area Plan*. It provides background information on the area and the planning process. It also includes the vision, goals, and key recommendations in the plan for improving this community. More detailed information on the recommendations for improving the area can be found in Volume I: *The Concept Plan*.

INTRODUCTION AND PURPOSE

Thomasboro Hoskins is an older neighborhood located in the northwestern portion of the County. Thomasboro was developed around the Thomas farm and the Hoskins area was originally developed around textile mills that were built near the turn of the 20th Century. The Hoskins Mill, the Thomas House and older mill homes are remnants from that period. While this community has several residential areas, there is also a significant industrial component.

The boundaries used in defining Thomasboro-Hoskins for the purpose of this plan are I-85 to the east, Brookshire Boulevard to the north, Hovis Road/Interurban Avenue to the west and Tuckaseegee Road to the south (see **Map 1**, Study Area Boundary Map). In addition to Thomasboro and Hoskins, this area also includes Brookfield, Beechwood, a portion of Westchester, Morgan Street, Freedom West and Edgewood neighborhoods.

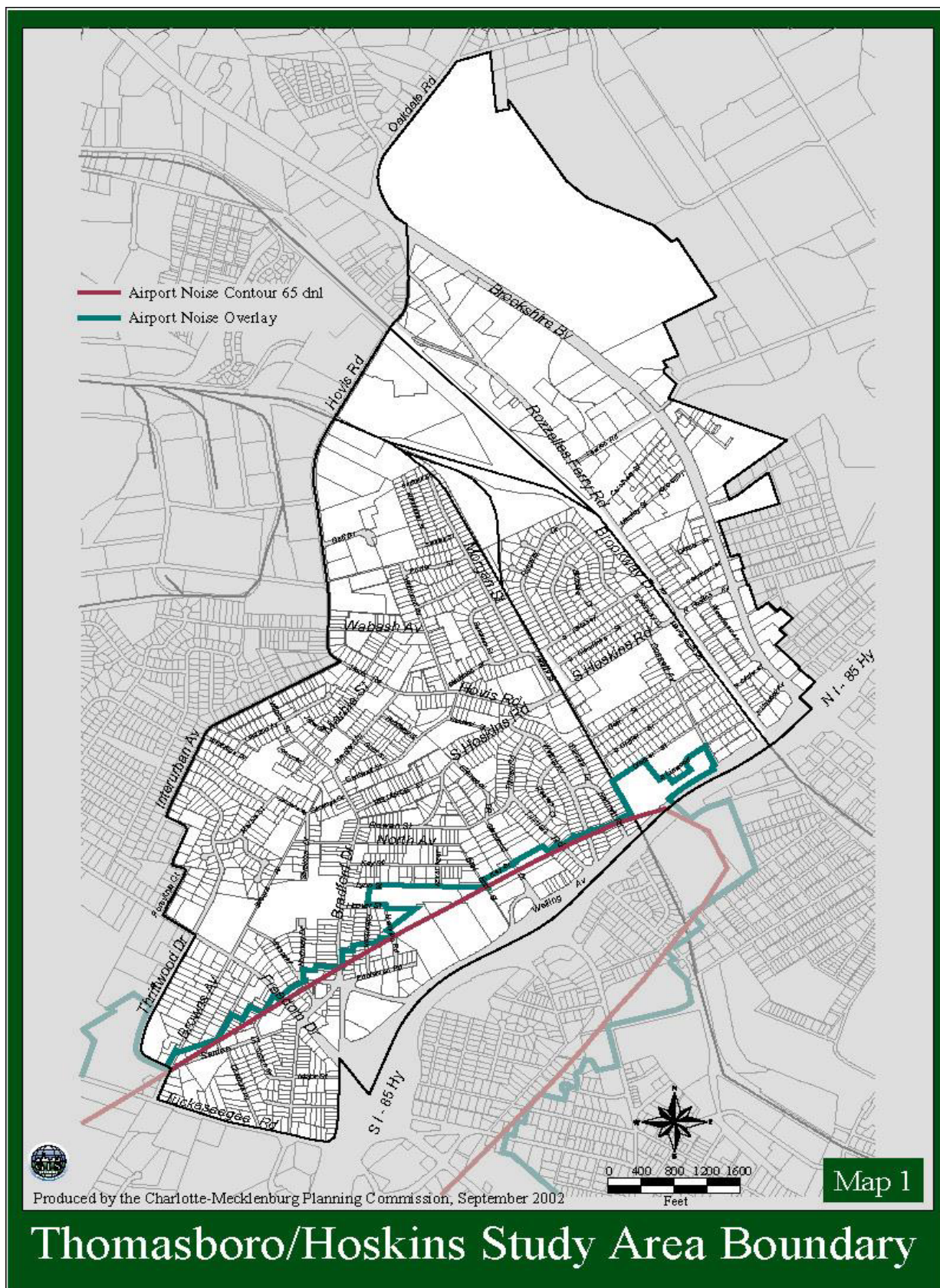
While this community has many good qualities, residents and business owners have identified a number of issues. These issues range from a negative image and appearance to crime and congestion. The overall purpose of this plan is to develop strategies to address the physical issues influencing the decline of the area.

SUMMARY OF PREVIOUS PLANNING INITIATIVES

In 1988, City Council adopted the *Thomasboro-Hoskins Special Project Plan* and approved several corrective rezonings that were recommended in that plan. These rezonings primarily corrected the zoning to match how the land was developed or proposed to be developed. In 1990, City Council adopted the *Northwest District Plan*. That plan included recommendations from the *Thomasboro-Hoskins Special Project Plan*.

The *Westside Strategy Plan*, which was adopted by City Council in 2000, recommends that plans be developed or updated for several neighborhoods on the westside. More specifically, the plan recommends that the *Thomasboro-Hoskins Special Project Plan* be updated and that the area be targeted for improvements as part of the 2000 Neighborhood Improvement Program (NIP). This program provides for infrastructure improvements in neighborhoods.

This *Thomasboro-Hoskins Area Plan* further builds on recommendations in previous planning efforts and will serve as a guide for the preservation and revitalization of the area. The plan will update previous plans developed for this area and land use recommendations adopted in this plan will amend the *Northwest District Plan*.



PROCESS

The planning process for the *Thomasboro-Hoskins Area Plan* began in November 2001 with a public meeting. Participants at this meeting identified opportunities and issues in the area and volunteers agreed to serve on a study group to work with staff on taking an in depth look at the issues and opportunities in the area and developing strategies to bring about positive change in the community.

At each study group meeting, staff was available from different local governmental agencies to discuss the future of this community and to better understand the challenges residents and business owners face daily. Staff educated study group members on services provided by their respective agencies, responded to issues in the community, and assisted in the development of goals and recommendations for the issue areas. The study group met nine times to develop the *Thomasboro-Hoskins Area Plan*.



PLAN ORGANIZATION

The Plan is organized into two parts: Volume 1: *The Concept Plan* and Volume II: *The Implementation Plan*. The *Concept Plan* identifies planning challenges and includes goals and recommendations for improving the overall area. It will serve as a policy guide that addresses how the community should be maintained and/or changed in the future and what public and private investments and strategies should be pursued to realize the vision for the area.

The *Implementation Plan* identifies strategies to implement recommendations included in the *Concept Plan*. The *Implementation Plan* is not intended to be an adopted document; rather, it is to serve as a guide for local government, community organizations and the private sector to implement the *Concept Plan*.

KEY ISSUES

The key issues that participants identified during the planning process include: crime, deteriorating and poorly maintained properties, litter, abandoned/junk vehicles, absence of defined gateways and inadequate infrastructure and recreational facilities. This area plan provides strategies to address each of these key issues.

VISION AND KEY DEVELOPMENT CONCEPTS

Recognizing that this area has a number of challenges to overcome in order to become a thriving community again, the following vision was developed for Thomasboro-Hoskins.

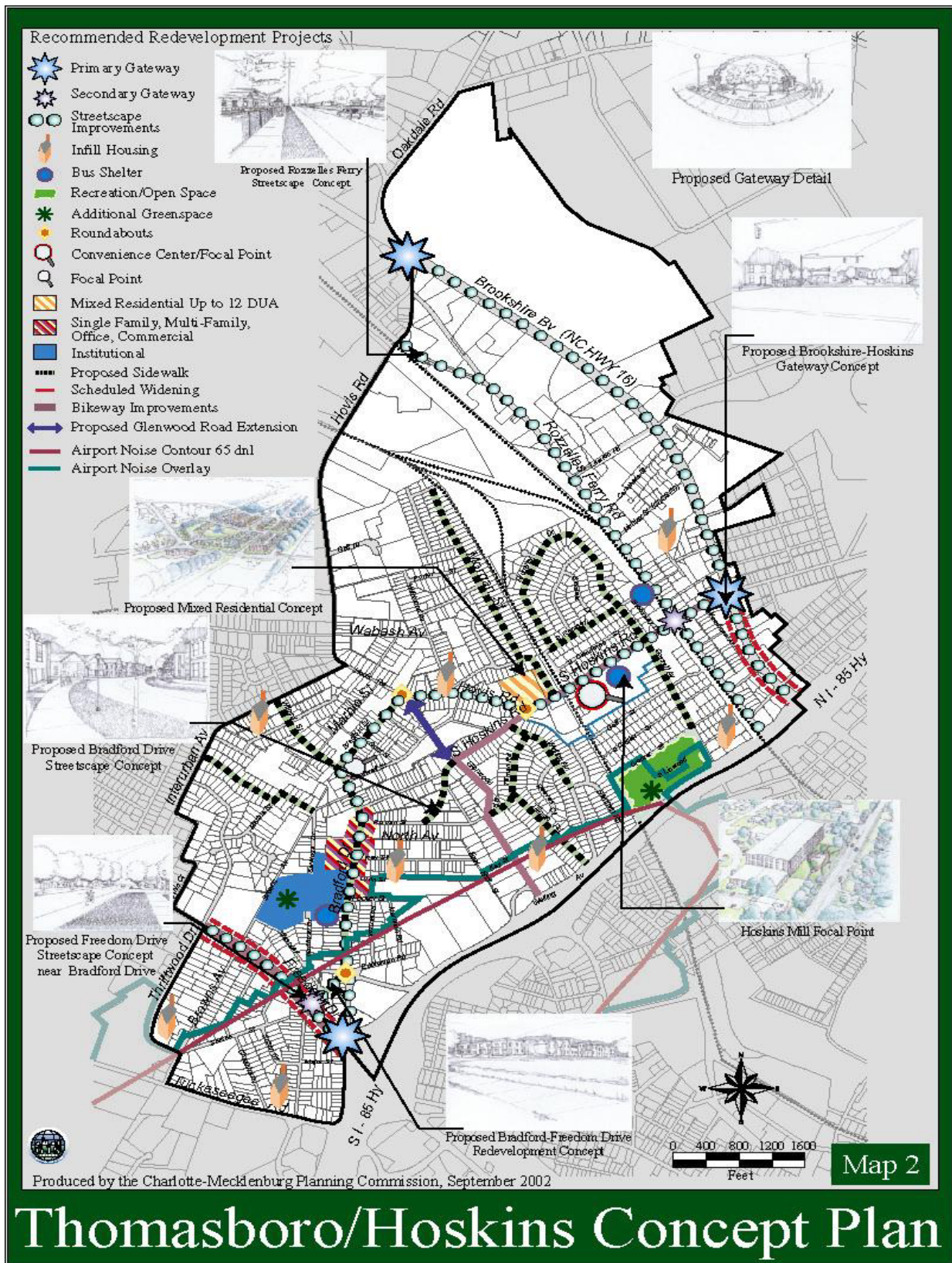
VISION

Thomasboro-Hoskins will be a beautiful, clean, safe and economically healthy historic community with a mixture of safe, and affordable housing choices, employment opportunities, neighborhood businesses, active citizens, and community and recreational amenities that meet the physical, social, educational, cultural and economic needs of its residents.

The *Concept Plan* seeks to address needs of area residents, attract new development, create a sense of identity, and improve edge relationships by encouraging a mixture of land uses, different housing types, and additional greenspace in this neighborhood. The key development concepts are summarized below and illustrated on **Map 2, Concept Plan**.

Key Development Concepts

- *Development of infill housing on vacant lots similar in character to existing housing (suburban, mill and bungalow houses).*
- *Creation of a community focus area at the intersection of Hoskins and Hovis roads, with Hoskins Mill as the focal point that includes a gateway with lighting, landscaping and identification signage as well as new residential and retail development.*
- *Development of a focal point at Willard Street and Bradford Drive to include landscaping, lighting and identification signage.*
- *Expansion of the Hoskins Neighborhood Park and the creation of additional open space at Thomasboro Elementary School to provide for additional recreational opportunities in the Thomasboro community.*
- *Redevelopment of residential, office and retail land uses along Bradford Drive.*
- *Installation of gateway improvements at key intersections.*
- *Streetscape improvements along key corridors.*



SUMMARY OF KEY GOALS AND RECOMMENDATIONS

Land Use and Urban Design

Primary Goal: Create a land use and zoning pattern that provides for a variety of housing choices, protects the fabric of the residential areas and allows for a mixture of land uses. Land uses should support retail development that provides neighborhood-oriented services.

Key Recommendation: The land use recommendations seek to protect the existing residential fabric, integrate land uses, encourage retail uses that are neighborhood supportive and improve the physical relationship between residential and non residential land uses. Seven specific land use changes to the Northwest District Plan are recommended to help achieve the future vision for Thomasboro-Hoskins. These changes are illustrated on **Map 7, Recommended Changes to the Northwest District Plan** in the *Concept Plan*.

Transportation and Infrastructure

Primary Goal: Improve vehicular and pedestrian safety in the community.

Key Recommendations:

- Install infrastructure improvements throughout the community that include traffic calming measures, sidewalks, and crosswalks.
- Consider extending transit service in the community.
- Examine the feasibility of the removal of the Glenwood Drive Extension from the Thoroughfare Plan.
- Improve the intersection of Brookshire with Hovis and Oakdale roads.

Community Safety

Primary Goal: Develop crime prevention initiatives to reduce criminal activity.

Key Recommendation: Form an alliance between police, residents and City and County service providers to discourage criminal activity.

Community Appearance

Primary Goal: Improve the overall appearance of Thomasboro-Hoskins.

Key Recommendation: Encourage residents to take pride in their community and educate them on the appropriate ways to dispose of items and better maintain their property.

Housing

Primary Goal: Improve the quality of housing in the neighborhood and increase homeownership opportunities.

Key Recommendation: Rehabilitate, update and preserve the existing housing stock and establish partnerships with developers to build new housing in the neighborhood for a variety of income groups.

Economic Development

Primary Goal: Improve the security and appearance of existing businesses.

Key Recommendation: Implement land use recommendations to encourage redevelopment of commercial areas to create a safe and attractive environment in which businesses desire to locate.

Community Facilities

Primary Goal: Provide recreational opportunities for all residents in the community.

Key Recommendation: Encourage residents to utilize available facilities and develop additional programs for all ages.

Community Organizing

Primary Goal: Maintain and strengthen neighborhood organizations.

Key Recommendation: Encourage the development of a unified group that includes all neighborhood organizations to maximize available resources.

Volume I: CONCEPT PLAN

INTRODUCTION

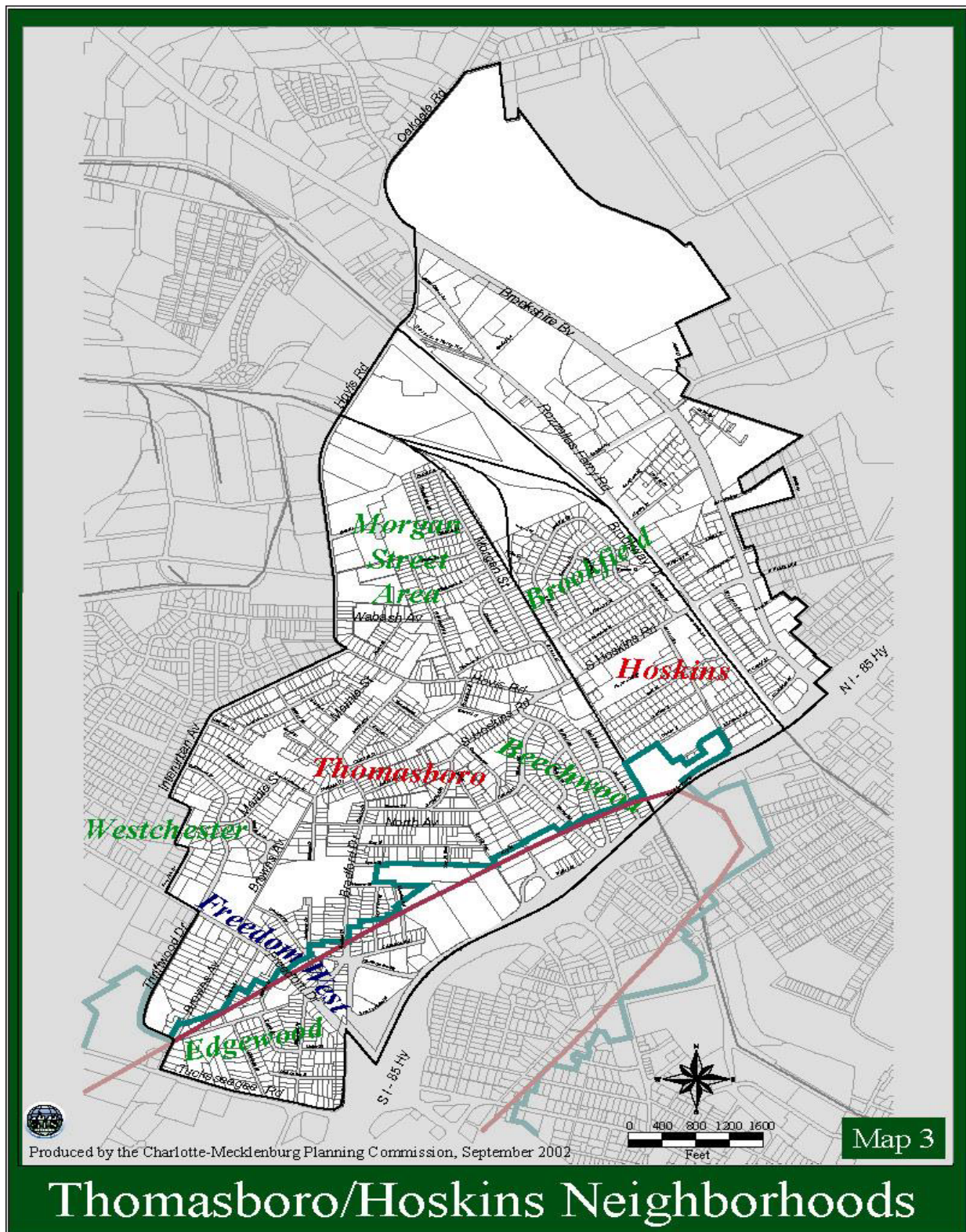
Thomasboro-Hoskins is located off of Brookshire Boulevard (NC Highway 16), a few miles northwest of the Center City. In addition to the Thomasboro and Hoskins communities, there are several smaller neighborhoods located within this geography. Those neighborhoods include Brookfield, Beechwood, a portion of Westchester, Morgan Street, Freedom West and Edgewood (see **Map 3**, Neighborhoods).

Thomasboro-Hoskins was a thriving mill village and an attractive place to live during the early 1900s. Like other inner-city areas, many changes have taken place in recent decades that have impacted this community. As a result, Thomasboro-Hoskins has transitioned from once being an active and desirable neighborhood to a declining area.

The *Neighborhood Quality of Life Index* Study (2000) classifies Thomasboro-Hoskins as “fragile”. This generally means that the community has physical, social, economic and safety needs that must be addressed. It is important to put initiatives in place to prevent the further decline of the area and change the community’s status from fragile to stable.

Although Thomasboro-Hoskins has experienced significant changes resulting in its decline, there are positive attributes on which to build. Some of the strengths of this community include its location, accessibility, good interior circulation, neighborhood businesses, historic structures, and a neighborhood school.

During the early stages of the planning process, area residents identified the following issues: public safety, appearance, housing conditions, insufficient recreational opportunities, abundance of heavy industrial uses, lack of neighborhood organization and the need for quality grocery and retail stores to serve the area. The objective of this plan is to recreate a viable community by building on its strengths and developing measures to address its weaknesses.

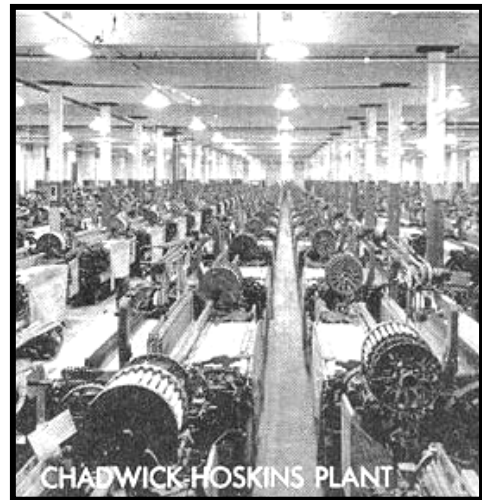


BACKGROUND

History

In 1899, William Vandever sold his 124-acre farm and development of the Hoskins area was underway. The Hoskins community developed around Rozzelles Ferry Road and the Wilmington, Charlotte & Rutherford Railroad. Rozzelles Ferry Road dates back to the 18th century and in 1861 the Wilmington, Charlotte & Rutherford Railroad was laid along the road. Prior to 1900, large farms occupied the area.

In 1901, work began on Chadwick Mill. The mill and accompanying village took shape on the west side of Rozzelles Ferry Road approximately three miles northwest of the center of Charlotte. In 1903 a second mill, Hoskins Mill, was chartered and located approximately one-half mile north of Chadwick Mill. Hoskins Mill and village occupied 141-acres of former farmland. With the mills came homes for workers, larger homes for the overseers and storeowners; stores, churches and a school. Hoskins Elementary School was located at Linwood and Gossett Streets, Methodist and Baptist Churches were built and McGee Presbyterian Church was established on North Cloudman Street. In 1911 an electric interurban



Chadwick-Hoskins Plant



Formerly McGee Presbyterian Church

railroad was developed with a stop at "Hoskins Station". The railroad provided freight service to the factories and allowed corporate officers to easily commute downtown. The mill villages also boasted better than average living conditions and took pride in their amenities such as a community building and beautifully landscaped yards. Development from the two mills increased Charlotte's population by almost ten percent, though the area was not formally a part of Charlotte until 1960.



Cotton Market

James E. Thomas developed Thomasboro west of the mills on his father's former farm.

Throughout the 1910s and 1920s James Thomas, and brother P.A. Thomas, worked on subdividing the land. Though the railway offered transportation to the City, the land was still too far from

town for convenient commuting and the area did not develop until after World War II. Mortgages from the Veteran's Administration and the availability of the automobile made the area more accessible.

In the latter part of the last century, the area began experiencing decline. Brookshire Boulevard (NC 16) and I-85 bisected the community and an overabundance of industry and strip commercial development occurred. After 1946 Chadwick and Hoskins Mills went through a succession of owners. By 1980 Chadwick Mill was gone and Hoskins Mill only used for storage. In 1985 Hoskins Elementary School was demolished. Yet many of the original mill homes as well as the Hoskins Mill and office remain today. In 1988 the Hoskins Mill Partnership renovated Hoskins Mill for its current use as single and multi-family affordable housing. *(This information was taken from the Historic Landmarks Commission's website.)*



Hoskins Mill, 2002



Hoskins Mill Office, 2002

Community Profile

The Thomasboro-Hoskins community has not experienced the growth seen in other areas of the City in recent years (see **Table 1**, Socioeconomic Data). Statistics from the 1990 and 2000 Census indicate tremendous population growth in the City of Charlotte. During the same time frame, the population of the Thomasboro-Hoskins community remained stable, though ethnicity changed. Increases were seen in the Black, Hispanic and Asian populations, while the White population decreased.

The number of households in the Thomasboro-Hoskins area also remained stable from 1990 to 2000. In 2000, the number of households consisting of married couples with children represented fourteen percent (or 310 households) of the total number of households, which is comparable with the average of seventeen percent for the City as a whole.

From 1990 to 2000, the number of occupied housing units in Thomasboro-Hoskins increased by 5%. However, the number of owner occupied units decreased and the renter occupied and vacant units increased.

Table 1: Socioeconomic Data

Dimension	Thom.- Hoskins 1990	Thom.- Hoskins 2000	% Change	City 1990	City 2000	% Change
Population						
Blacks	2,637	3,538	34%	125,827	176,964	41%
Whites	2,811	1,571	-44%	259,760	315,061	21%
Other	28	123	339%	1,711	19,242	1024%
Hispanic	61	276	352%	5,571	39,800	614%
Asian/Pacific Islander	55	175	218%	7,211	18,701	159%
Population Under Age 18	1,611	1,638	2%	95,718	133,635	40%
Population Age 65 and Over	533	533	0%	38,802	47,665	23%
Total Population	5,596	5,544	-1%	395,934	540,828	83%
Households						
Married with Children Households	N/A	310	N/A	34,856	44,268	27%
Families Living Below Poverty	103	257	150%	8,776	10,420	19%
Total Number of Households	2,005	2,096	5%	158,991	215,449	58%
Housing Units						
Owner Occupied	1,024	920	-10%	87,445	143,326	64%
Renter Occupied	981	1,176	20%	71,546	108,123	51%
Total Occupied Units	2,005	2,096	5%	158,991	215,449	58%

Source: 1990 & 2000 Census

N/A – Not Available

ISSUE AREAS

The issues have been organized into the following categories and are discussed in more detail in the Volume I: *The Concept Plan*. The *Concept Plan* also includes specific recommendations to address the issues in this community and Volume II: *The Implementation Plan* includes strategies for implementing those recommendations.

1. **LAND USE & URBAN DESIGN.** There are a number of very different land uses in the community. Those uses include single family homes and heavy industrial land uses. A key goal of this plan is to improve the appearance and integration of these land uses.
2. **TRANSPORTATION & INFRASTRUCTURE.** The community has good access to numerous roadways, transit and railways. Major issues are congestion, truck traffic and trains blocking intersections.
3. **COMMUNITY SAFETY.** Safety is a major concern and statistics from Charlotte-Mecklenburg Police confirm that there are hot spots that present a problem in certain areas of the community.
4. **COMMUNITY APPEARANCE.** Litter, illegal dumping and abandoned and junk vehicles contribute to the unattractiveness of the area. Also, the lack of identifying gateways and entry points into the community detract from the area's appearance.
5. **HOUSING.** This neighborhood has a combination of very attractive and stable residential areas but also has a number of deteriorating structures that need immediate attention.
6. **ECONOMIC DEVELOPMENT.** This area has a number of small neighborhood scale businesses as well as large industrial developments. While these businesses provide access to goods and services as well as jobs for area residents, many of the structures are outdated and lack services residents need.
7. **COMMUNITY FACILITIES.** Public facilities in this area include a park, fire station, elementary school and several churches. A number of public uses are located on the fringes of the community; however, these uses are not easily accessible by Thomasboro-Hoskins residents.
8. **COMMUNITY ORGANIZING.** Several neighborhood organizations are located in this community. These organizations tend to focus on issues within the immediately surrounding area and often do not work together.

LAND USE & URBAN DESIGN



Industrial Use on Hovis Road

Retail Use on Bradford Drive



Residential Use on Edgewood Road

Land use has a significant impact on a community. The integration of different land uses can positively or negatively impact the vitality of a neighborhood. The vision for Thomasboro-Hoskins includes a mixture of compatible land uses that serve area residents.

LAND USE & URBAN DESIGN

Existing Conditions

The Thomasboro-Hoskins community is comprised of a variety of land uses ranging from single family homes to heavy industrial uses. In some instances, the mixture of land uses complement each other; while in other areas, industrial land uses abut single family homes with little or no separation, creating poor edge relationships.

The study area is made up of 1,149 acres, 46% of which is developed with residential land uses, 30% is developed with industrial land uses, 8% is developed with retail land uses and 7% is vacant. (See **Table 2, Existing Land Use by Acreage**).

The predominant land use within the community is single family residential (41%). Most of the homes were built in the 1950s and 1960s though some homes date back to the early 1900s. There are some multi-family structures located throughout the community. These structures account for 5% of the total land use in the area.

Business land uses in the area are generally located along Bradford Drive, Hoskins Road, Rozzelles Ferry Road and Brookshire Boulevard (NC 16). This community also houses a substantial amount of industrial land uses. These uses tend to be located on the fringes of the community, along Interstate 85, Hovis Road and Brookshire Boulevard (NC 16). (See **Map 4, Existing Land Use**).

Table 2: Existing Land Use by Acreage

Land Use	Acreage	% of Total Land Use
Single Family	475	41
Multi-Family	52	5
Institutional	48	4
Office	8	1
Retail	92	8
Industrial	339	30
Utility	49	4
Open Space	5	less than 1
Vacant	81	7
Total Acreage	1,149	100%

Source: Mecklenburg County Tax Office - July, 2002

The current zoning pattern is largely reflective of the existing land use pattern. (See **Table 3, Existing Zoning by Acreage**, and **Map 5, Existing Zoning**). Single family zoning comprises the greatest percent of the total acreage with retail and industrial zoning making up most of the remaining acreage. While retail zoning accounts for 26% of the total acreage, only 8% of the total land use is developed for retail purposes.

Table 3: Existing Zoning by Acreage

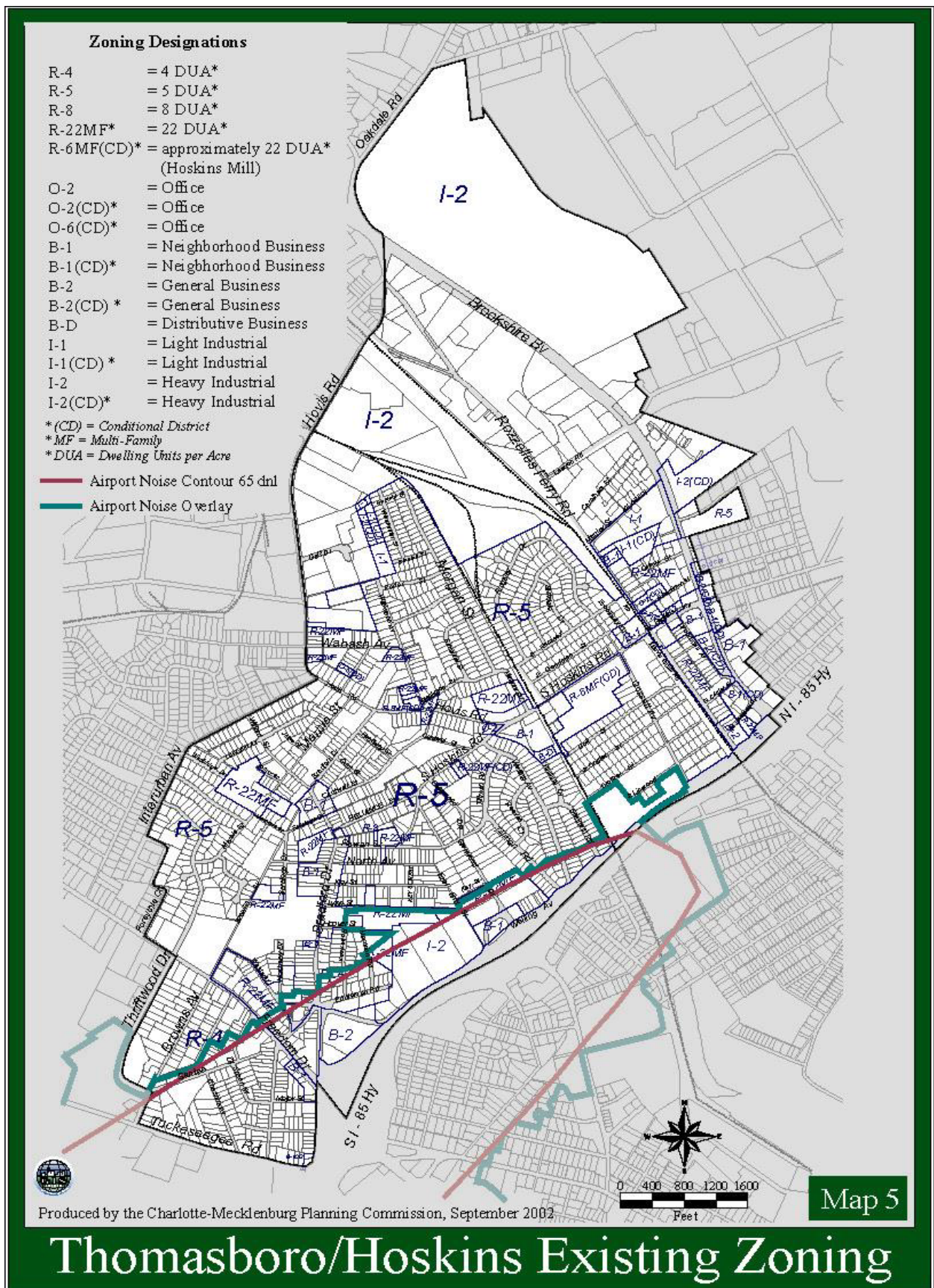
Zoning Category	Acreage	% of Total Zoned Acreage
Single Family	640	38
Multi-Family	98	6
Office	3	less than 1
Retail	427	26
Industrial	497	30
Total Acreage	1,665*	100%

Source: Mecklenburg County Tax Office - July, 2002

**The discrepancy in total acreage between tables 2 and 3 is due to the inclusion of road acreage in the zoning calculation.*

Several of the parcels in this community were rezoned as recommended in the *Thomasboro-Hoskins Special Project Plan* adopted by Charlotte City Council in 1988. These rezonings primarily corrected the zoning to match the existing land use. In most cases, property was rezoned from multi-family to single family.

In addition to the existing zoning and land use patterns, a part of the study area is impacted by the Charlotte-Douglas International Airport's 65 ldn (day/night average sound levels), which is the twenty-four hour average sound level in decibels. The southern most portion of the study area is located within the 65 ldn. This area is primarily developed with single family homes as well as some retail and industrial land uses. The airport has taken measures to reduce outdoor to indoor noise levels in some of the existing homes within the 65 ldn. The airport's policy is to limit all future residential development within the 65 ldn. The airport will not be responsible for reducing noise levels in any additional homes built within the 65 ldn.



Land Use Goals and Recommendations

The future land uses recommended for the community seek to protect the existing residential fabric, integrate land uses, encourage retail uses that are neighborhood supportive and improve the physical relationship between residential and nonresidential uses. Land use and zoning recommendations in this plan will update recommendations in the *Northwest District Plan*, adopted in 1990 (See **Map 6**, *Recommended Land Use* and **Map 7**, *Recommended Changes to the Northwest District Plan*). The following goals and recommendations provide the context for the specific land use recommendations that follow:

Goal 1:

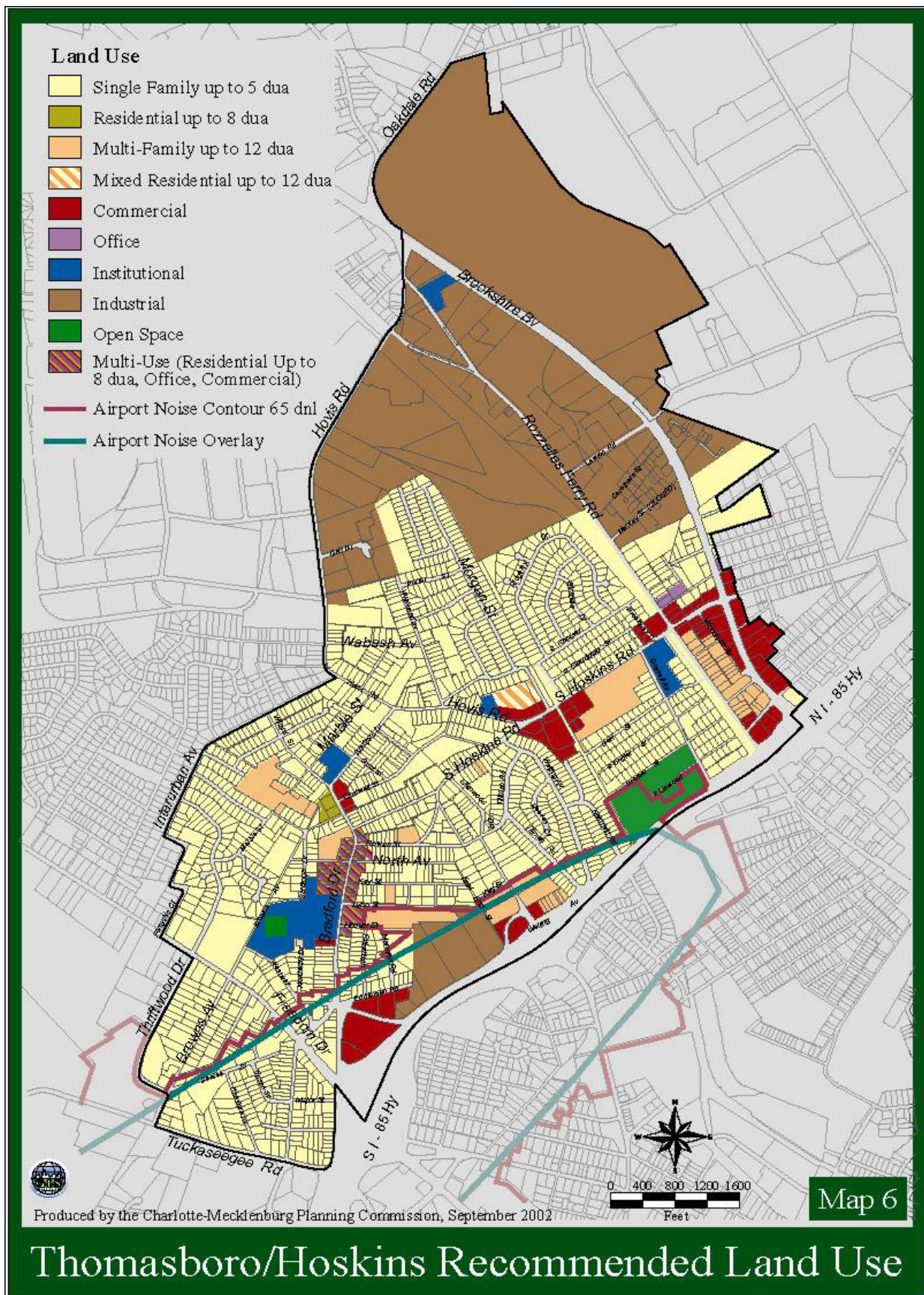
Implement a land use and zoning pattern that provides a variety of housing choices, protects the fabric of the residential areas and allows for a mixture of land uses.

Recommendations:

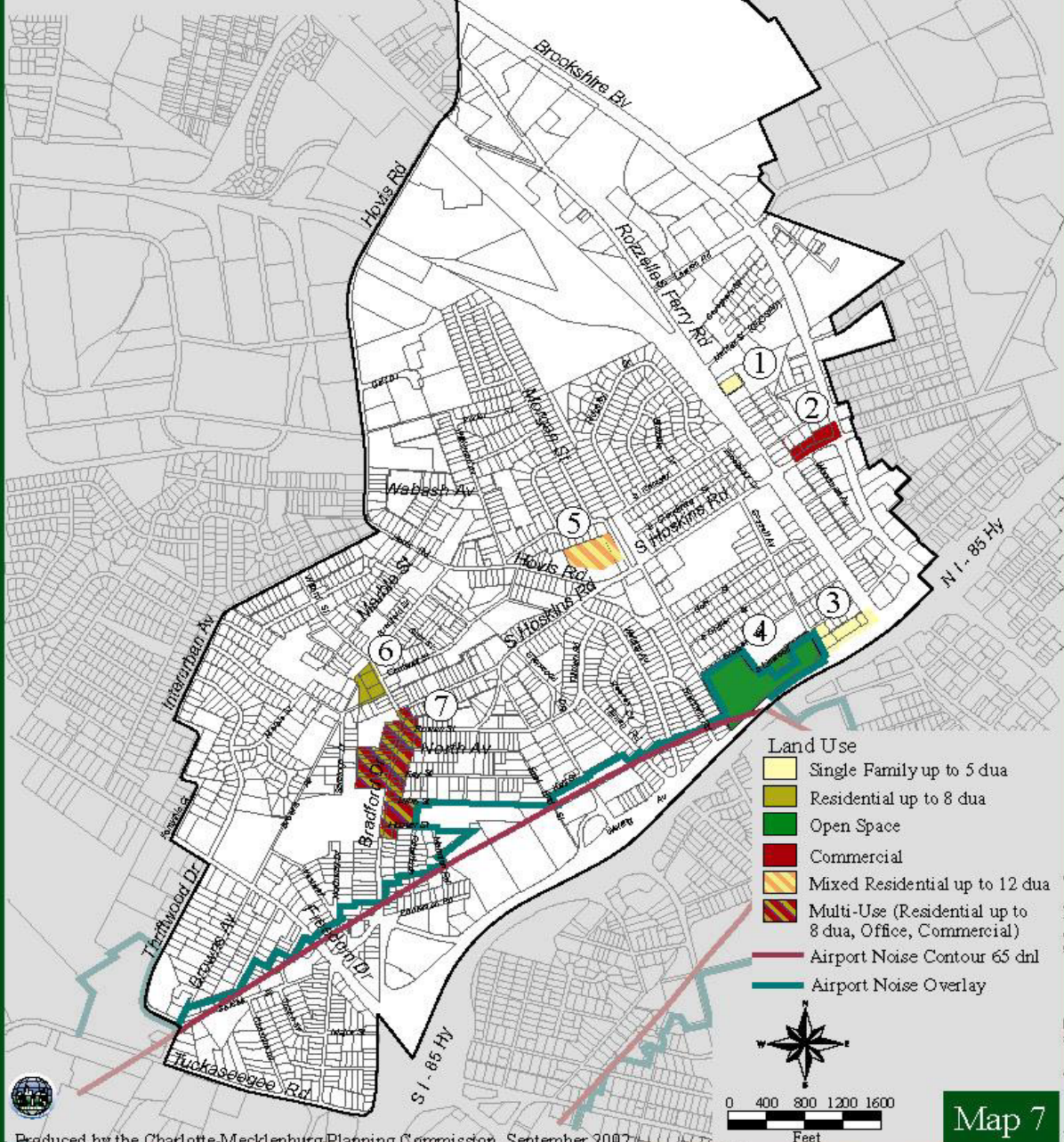
The following recommendations are illustrated on **Map 7** and are proposed to update the adopted land use in the *Northwest District Plan*.



Area 1: Change the adopted land use from commercial to single family residential at a density of up to 5 dwelling units per acre. Area 1 is located along Rozzelles Ferry Road and is currently zoned B-1, though it is occupied by a single family home. The change would recognize the existing residential land use and be consistent with the surrounding land uses adopted in the *Northwest District Plan*.



1. Change from Commercial to Single Family up to 5 dua
2. Change from Single Family to Commercial up to 5 dua
3. Change from Industrial to Single Family
4. Change from Single Family and Industrial to Open Space
5. Change from Multi-Family and Single Family under 6 dua to Mixed Residential (up to 12 dua)
6. Change from Commercial to Residential up to 8 dua
7. Change from Commercial to Multi-use (Residential up to 8 dua, Office, Commercial)



Produced by the Charlotte-Mecklenburg Planning Commission, September 2002

Thomasboro/Hoskins Recommended Land Use Changes to the Northwest District Plan



Area 2: Change adopted land use from single family residential to commercial. Area 2 is located at the intersection of Brookshire Boulevard and Hoskins Road and is occupied by an older, vacant commercial strip center. The recommended commercial land use would be consistent with the existing B-1 and B-2 zoning on the property as well as the surrounding land uses.



Area 3: Change the adopted land use from industrial to single family residential at a density of up to 5 dwelling units per acre. This vacant site is zoned R-5 and located in a residential neighborhood off South Linwood Avenue near Hoskins Park. The only access to this heavily wooded site is through an existing single family area. Poor access and surrounding residential development makes industrial uses inappropriate for this area.



Area 4: Change the adopted land use from single family and industrial to open space. Area 4 is located off South Linwood Avenue adjacent to Hoskins Park. The area is zoned R-5 and consists of single family homes and vacant parcels. This change would allow for expansion of the existing park. If the property is not developed for open space, it is appropriate for single family residential development at a density of 5 dwelling units per acre.



Area 5: Change the adopted land use from multi-family to mixed residential. Mixed residential development could include either single family, multi-family or a combination of both as long as the overall density does not exceed 12 dwelling units per acre. Area 5 is located off Hoskins Road near the intersection of Hovis Road. This property is zoned R-22 MF and developed with mobile homes. (The existing commercial strip along Hovis Road is recommended to remain.)



Area 6: Change the adopted land use from commercial to residential at a density of up to 8 dwelling units per acre. Area 6 is located near the intersection of Bradford Drive and Willard Street and is zoned B-1. The change recognizes the existing residential use of the property.



Area 7: Change the adopted land use from commercial to multi-use. Area 7 is located along Bradford Drive and consists of a mix of residential and non-residential uses, which include the BellSouth office, Thomasboro Elementary School, several small retail uses and some residential structures. Multi-use development in this plan is defined as a mix of residential, office and commercial. These areas may be developed with one or any combination of the uses listed above.

(Area 7 continued)

Existing commercial square footage in this area is approximately 34,000 and should not exceed 35,000 square feet total. Existing office square footage is 51,000 and should not exceed 55,000 square feet total. Residential uses are encouraged in this area and the overall density should not exceed 8 dwelling units per acre. The following illustration is a design concept of Bradford Drive potential streetscape improvements which include sidewalks with a planting strips with small maturing trees, and pedestrian scale lighting.



Bradford Drive Streetscape Improvements and Multi-Use Development Concept

Goal 2:

Preserve the residential character of the area.

Recommendation:

1. Residential densities have been assigned to each parcel as shown on the proposed land use map (**Map 6, Recommended Land Use**). Parcels shown for single family should not exceed 5 dwelling units per acre and multi-family should not exceed 12 dwelling units per acre unless otherwise specified in this plan.

Goal 3:

Encourage retail development that provides neighborhood-oriented services.

Recommendation:

1. Change the classification of the neighborhood convenience center shown in the *Northwest District Plan* along Hoskins Road near Hoskins Mill to convenience center as specified in the *Northeast District Plan*. A convenience center includes no more than 20,000 square feet of retail and typically consists of a small neighborhood grocery store, restaurant, dry cleaners, gas station/convenience center, etc. No outparcels should be permitted.

Goal 4:

Expand the Hoskins Neighborhood Park to provide additional open space and recreational land uses.

Recommendations:

1. Provide space for large regional outdoor events/festivals to take place in the neighborhood.
2. Create active edges to the park that will encourage a 24-hour park environment.
3. Orient adjoining development to the park.
4. The park should have a significant presence from surrounding streets to draw in area visitors and neighborhood residents.

Urban Design Goals and Recommendations

Goal 1:

Utilize design standards to ensure that development/redevelopment reflects the existing character of the area and encourages an organized design pattern.

Recommendations:

1. Adhere to the following design guidelines when possible.

Residential Development

Note: Existing regulations already address many design issues, and are therefore not repeated here. The following are proposed in addition to existing regulations.

Sidewalk and Pedestrian Enhancements

- a. Design to encourage people to walk between developments and to enhance the surrounding community.
- b. Provide a minimum 5-foot wide sidewalk, where possible, on both sides of the street. (Planting areas are required by the subdivision ordinance and the draft residential tree ordinance.)
- c. Encourage provision of pedestrian scale lighting, street furniture and other amenities to enhance the pedestrian environment.

Site and Building Designs

- a. Scale and Proportion – The design of new developments should be consistent with the scale of existing buildings and developed with similar characteristics of the existing structures to complement the neighborhood fabric.
- b. Setback – New construction should maintain or blend with the setback established by neighborhood buildings.
- c. Orient buildings to the street or public/common open space and provide pedestrian access to the street. If the development is on a thoroughfare, reverse frontage is acceptable if appropriate screening and pedestrian access to the thoroughfare is provided. For development fronting a thoroughfare, provision of a secondary access point is encouraged.
- d. Discourage parking pads and protruding garages.
- e. Discourage the demolition of historic or architecturally significant structures.

Parking

- a. Provide bicycle parking in appropriate common/open space areas in accordance with specifications for bike parking provided in the *Bicycle Transportation Plan*, 1999.

Circulation System

- a. Provide a good vehicular and pedestrian circulation system, including facilities to encourage bicycle and transit use.
- b. Provide pedestrian and bicycle connections to parks, greenways, bikeways and trails.
- c. Provide direct pedestrian and bicycle connections between all abutting or adjacent developments including retail centers and transit stops.
- d. Keep road widths and curb radii to a minimum unless necessary to accommodate on-street parking.
- e. Ensure that collector streets align with existing collector streets at thoroughfare intersections to promote safer crossings for pedestrians, cyclists and automobiles.
- f. Encourage shared alleys and other forms of secondary access.

Natural Environment

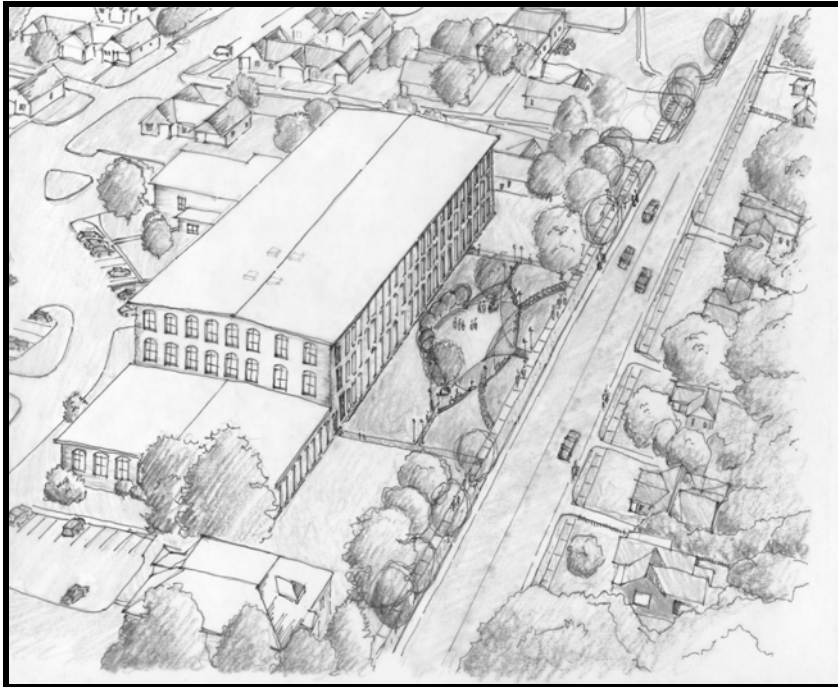
- a. Respect the natural environment.
- b. Encourage incorporation of functional, unique and/or natural elements into the open space.
- c. Save groupings of landmark trees whenever possible in multi-family developments. (Groupings of trees have a greater survival rate than individually saved trees.)
- d. Preserve at least 10% of the site as tree save area in multi-family areas.

Goal 2:

Improve the physical appearance of the area, particularly the major roadway corridors, and create a sense of place for the community.

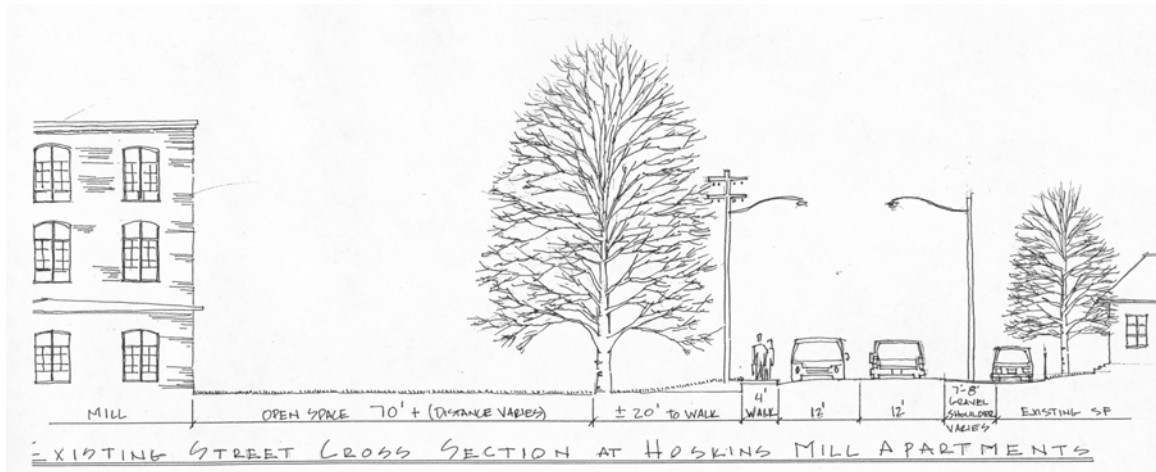
Recommendation:

1. Create a “sense of place” at the intersection of Hoskins and Hovis Roads with Hoskins Mill as well as at Willard Street and Bradford Drive that include gateways with lighting, landscaping and identification signage.



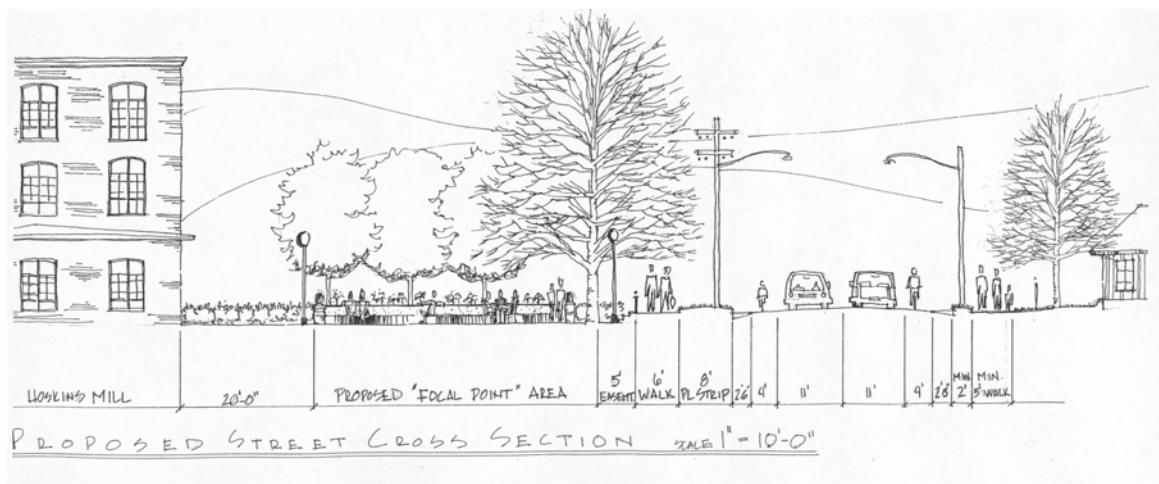
Focal Area Concept at Hoskins Mill includes plaza/gathering space, ground mounted game tables, seating, tables and a community garden

The following is the existing cross-section of Hoskins Road at Hoskins Mill Apartments:



Existing Cross-Section of Hoskins Road at Hoskins Mill Apartments

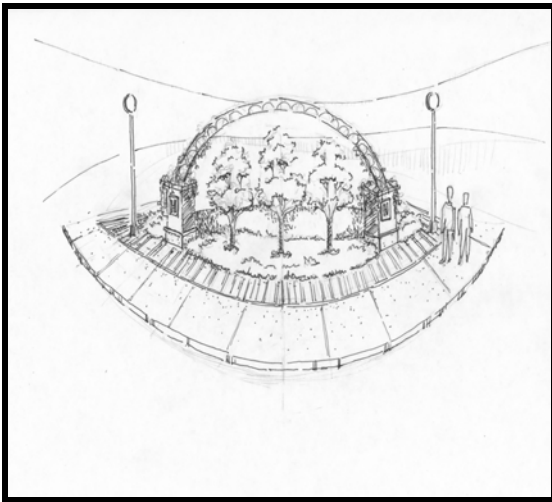
The following proposed cross-section of Hoskins Road illustrates a number of recommended improvements including the focal point at Hoskins Mill, sidewalks with planting strips, bike lanes, and other streetscape improvements.



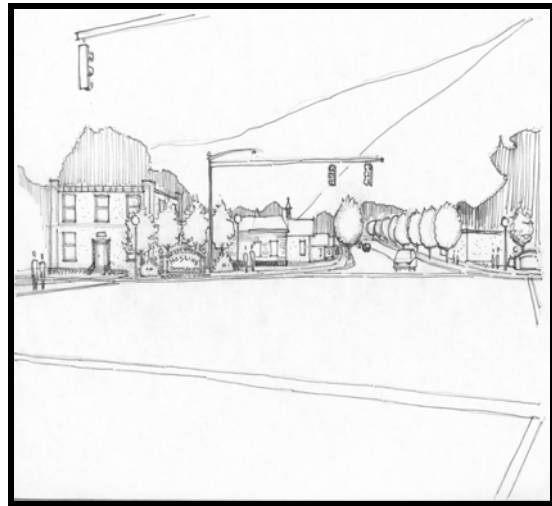
Proposed Cross-Section of Hoskins Road at Hoskins Mill Apartments

2. Create gateways that include neighborhood identification signage, pedestrian scaled lighting, crosswalks and sidewalks with planting strips at the intersections listed below:

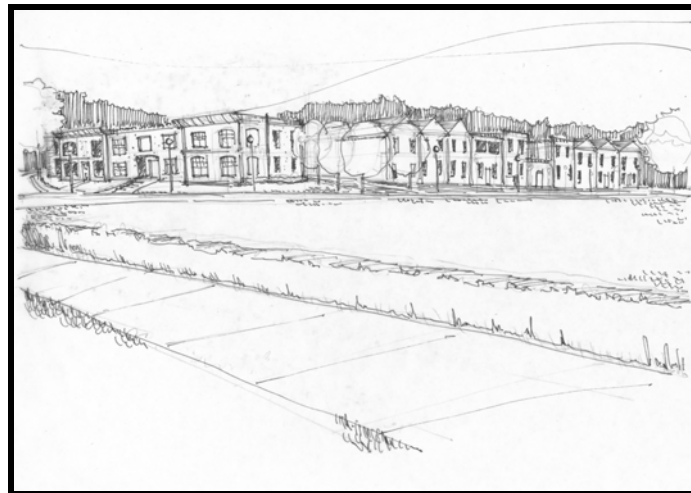
- Brookshire Boulevard (NC 16) and Hovis Road
- Brookshire Boulevard and Hoskins Road
- Rozzelle's Ferry Road and Hoskins Road
- Freedom Drive and I-85 Service Road
- Freedom Drive and Bradford Drive



Primary Gateway Design Concept

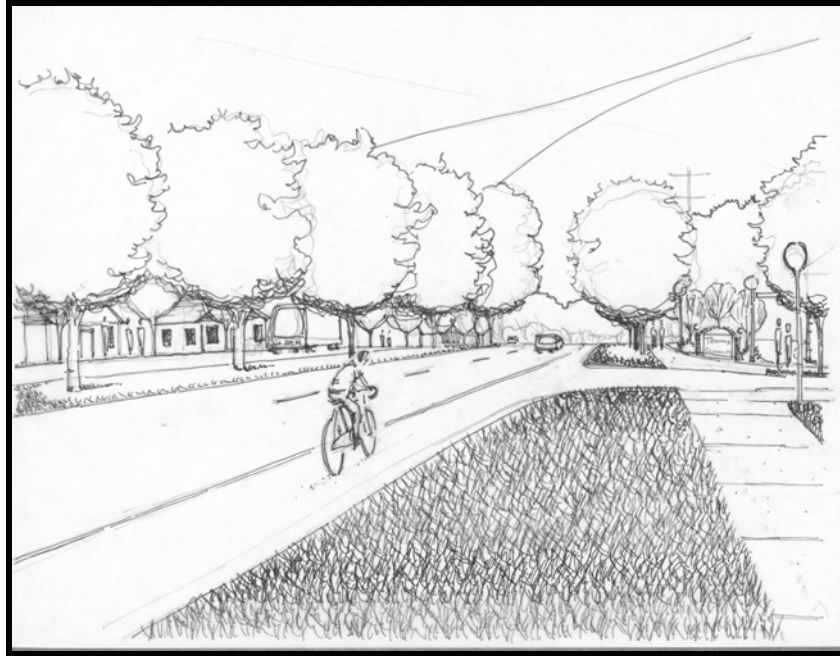


Concept of Gateway Improvements at Brookshire Boulevard and Hoskins Road

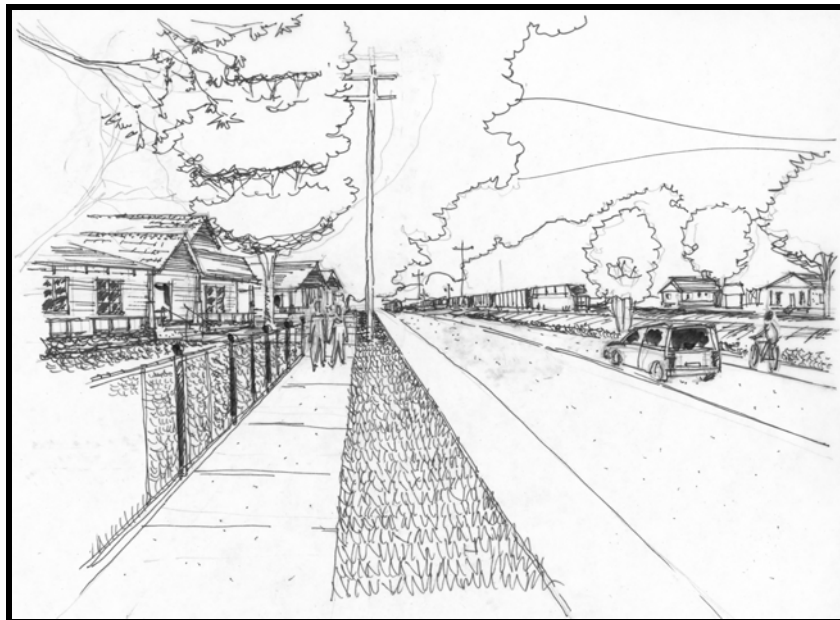


Conceptual Redevelopment at Freedom and Bradford drives

3. Provide streetscape improvements along Brookshire Boulevard, Bradford Drive, Rozzelle's Ferry Road, Freedom Drive and Hoskins Road that include sidewalks with planting strips, street trees, and pedestrian scale lighting.



Concept of Streetscape Improvements on Freedom Drive Near Bradford Drive



Rozzelles Ferry Road Streetscape Improvements Concept

Goal 4:

Practice Crime Prevention through Environmental Design (CPTED) Guidelines when designing and developing areas throughout the community.

Recommendations:

1. Adhere to the following design guidelines when possible.
 - a. Orient buildings to provide good edge relationships to adjoining parcels.
 - b. Orient building fronts toward major streets.
 - c. Avoid large setbacks so people are more visible.
 - d. Locate open spaces and recreational facilities in order for users to be visible from surrounding areas.

TRANSPORTATION & INFRASTRUCTURE



The location of a community combined with accessibility and mobility is an asset in today's society. Thomasboro-Hoskins has a strong transportation system that offers convenience to its residents. The vision for Thomasboro-Hoskins is to have a multi-modal transportation network that meets the needs of area residents.

TRANSPORTATION AND INFRASTRUCTURE

Existing Conditions

Roads

The location of Thomasboro-Hoskins near Interstate 85, Brookshire Boulevard (NC 16), and Freedom Drive (NC 27) provides good accessibility to the community. These thoroughfares, along with Bradford Drive, and Hoskins and Hovis Roads provide easy access from the northwestern portion of the County to the Center City. In addition, a number of collector streets throughout the community allow for easy vehicular connectivity within the neighborhood. This type of road network is an asset to the community. The intersections of Brookshire Boulevard at Hovis and Oakdale roads are somewhat hazardous. While the Brookshire/Hovis intersection is signalized, it has numerous traffic islands that make it confusing for motorists. The Brookshire/Oakdale intersection is only a few hundred yards away from the Hovis intersection. Due to this close proximity, a traffic signal cannot be placed here, although one is warranted.

Rail Lines

A CSX switchyard and rail line is located in this community. The rail tracks are well used by trains several times a day. Often the trains are stopped on the tracks, prohibiting traffic flow and inconveniencing area residents.

Transit

Currently, the Charlotte Area Transit System provides regular bus service to this community. Transit provides area residents a means to access employment, recreation, entertainment and shopping in other areas of the City. Three routes serve the community and service is generally available from 5:00 a.m. to 2:00 a.m. Route 8 loops through the Thomasboro-Hoskins community along Freedom Drive, Thriftwood Drive, Interurban Avenue, Hovis Road, Welling Avenue, Rowan Street and Bradford Drive then continues to the Transportation Center. Average monthly ridership for the entire Route 8 is 47,000. Route 1 provides service along Hovis Road, Rozzelles Ferry Road and continues to the Transportation Center in the Center City. The average monthly ridership for the entire route is 37,100 passengers. Route 30 provides service from Beatties Ford Road to Billy Graham Parkway along Hoskins Road, Hovis Road and Bradford Drive in the Thomasboro-Hoskins community. The service provided is different from the other routes serving the community. Unlike Routes 1, 8 and 34, Route 30 allows riders to reach various destinations without first traveling to the Center City. Ridership for the entire Route 30 averages 25,000 monthly. Recently, CATS installed newly designed bus stop signs that include schedules of buses that service the Thomasboro-Hoskins community. This is an important step in improving service in Thomasboro-Hoskins and throughout the city.

Charlotte-Mecklenburg is currently involved in an extensive study of four rapid transit corridors, referred to as major investment studies (MIS). The MIS process began in May of 2000 and involves a comprehensive review of potential rapid transit alternatives.

Thomasboro-Hoskins is located on the edge of the west transit corridor. Freedom Drive from I-85 to Morehead Street is being considered as a Bus Rapid Transit (BRT) alternative. It could potentially be constructed in conjunction with either the Wilkinson Boulevard alternative or the Clanton Road alternative. The Freedom Drive alignment has four proposed station areas with one located at the intersection of I-85 and Freedom Drive. As envisioned, the buses would travel in an exclusive guideway that is separated from the rest of traffic. A decision on the final alignment and mode is anticipated in Fall 2002.

Truck Traffic

Residents in Thomasboro-Hoskins are concerned about the amount of truck traffic in the neighborhood. The large number of industrial land uses in the area produce considerable truck traffic. The truck route ordinance requires trucks to remain on designated truck routes when traveling through the City. If they leave the truck route, they must stay on thoroughfares, except when making deliveries that require the use of other roads. In those instances, drivers are required to have paperwork specifying their destination; therefore, permitting the use of other streets. The Charlotte-Mecklenburg Police Department is responsible for enforcing this ordinance. The following are designated truck routes in Thomasboro-Hoskins:

- **Hoskins Road** between Brookshire Boulevard and Rozzelle's Ferry Road
- **Hovis Road** between Brookshire Boulevard and Tar Heel Road
- **Belhaven Boulevard** between Rozzelle's Ferry Road and the City limits
- **Freedom Drive** between West Morehead Street and Mount Holly Road

Traffic Volumes

Residents have requested traffic calming devices be installed throughout the community to help slow traffic, particularly on Interurban Avenue, Willard Street and Saratoga Drive. However, the minimum traffic volume of, 1,000 vehicles per day required to install speed humps does not exist on many of the neighborhood streets. Higher traffic counts in the area can be found on Freedom Drive east of Edgewood Road, 25,600 vehicles per day; Rozzelles Ferry Road west of Hoskins Road, 13,600 vehicles per day; Edgewood Avenue north of Freedom Drive, 9000 vehicles per day; Glenwood Drive south of Rowan Street, 8800 vehicles per day; Hovis Road south of Rozzelles Ferry Road, 8600 vehicles per day; and Hoskins Road south of Rozzelles Ferry Road, 7700 vehicles per day.

Annually high accident locations are ranked by the number and severity of accidents that occur relative to traffic volumes. A total of 197 intersections were ranked on the 2000 High Accident Location (HAL) report, which includes data for the three year period 1998-2000. The following intersections located in the Thomasboro-Hoskins area were ranked in this listing:

Table 4: High Accident Locations

Intersection	Rank out of 197	# of Accidents
Brookshire Boulevard and Lawton Road	60	23
Brookshire Boulevard and N Hoskins Road	88	22
Brookshire Boulevard and N I-85 Ramps	162	15

Bicycle

The *Bikeway Improvement Plan* recommends the following specific improvements to encourage bicycle mobility in the area:

- Provide shoulders on Hoskins from Brookshire Boulevard to Glenwood Drive.
- Provide shoulders on Glenwood Drive from Hoskins Road to Tuckaseegee Road.
- Provide wide outside lanes on Freedom Drive from I-85 to Mt. Holly-Huntersville Road.

In addition, any new roads, or improvements to existing roads should be designed to safely accommodate bicycle travel.

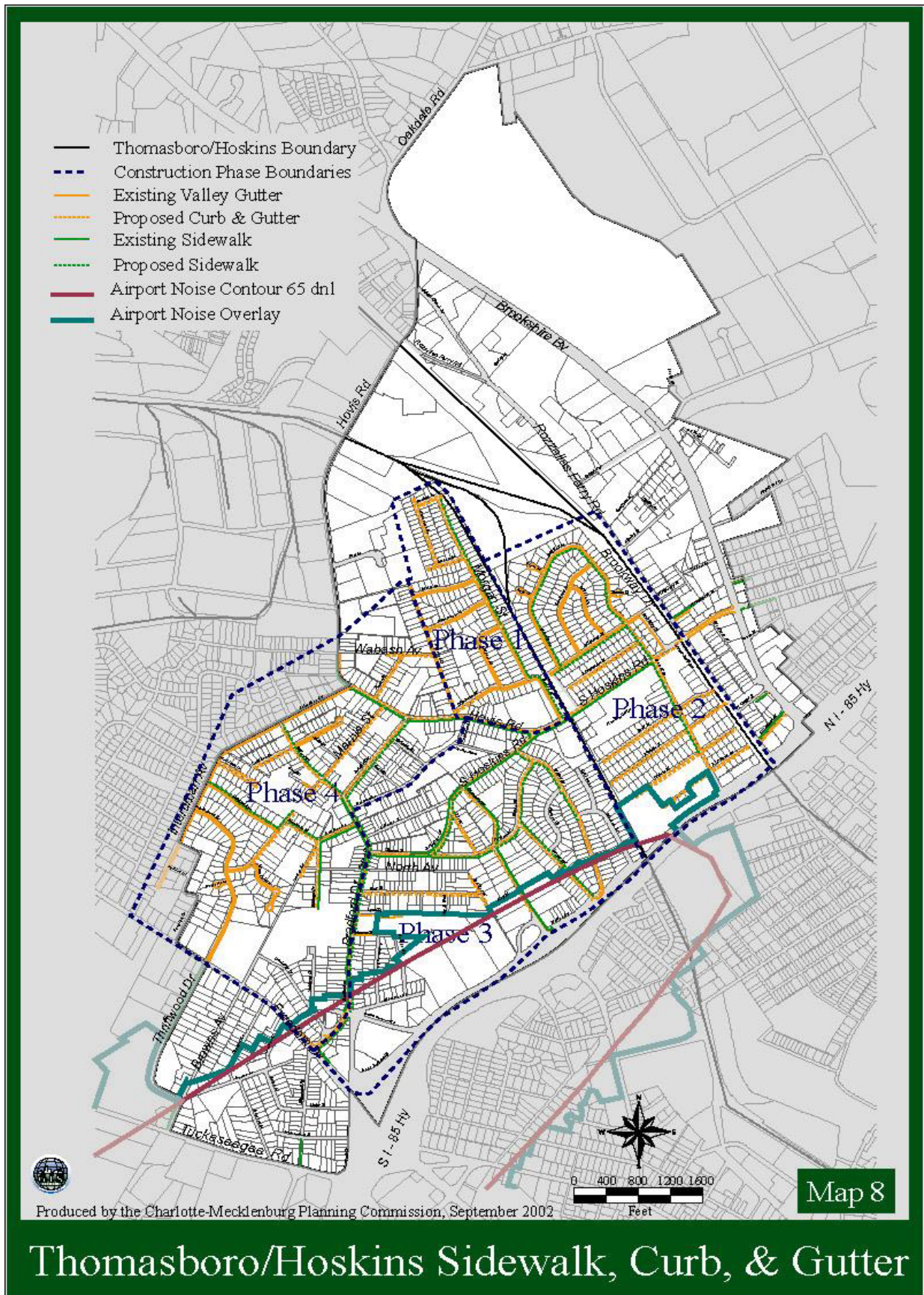
Sidewalk, Curb and Gutter

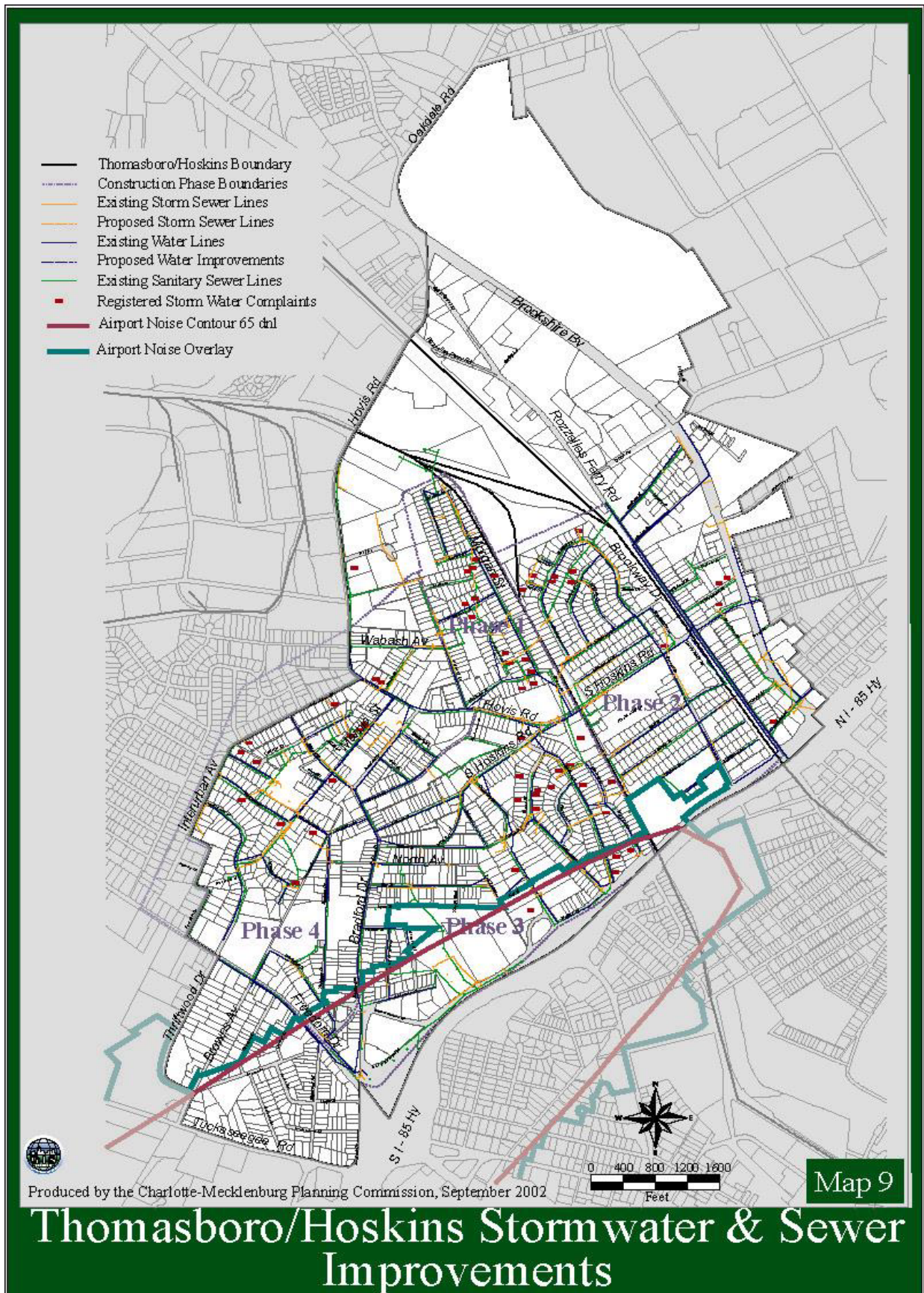
Many of the streets in this community do not have sidewalks or curb and gutter. However, construction is underway to install sidewalks, curb and gutter and stormwater improvements on several neighborhood streets. Construction of these improvements is planned in four phases and began in Summer, 2002. **Map 8, Sidewalk, Curb & Gutter Improvements** identifies the phases in which work will be done and illustrates both the existing and proposed infrastructure improvements for the community. **Map 9, Stormwater & Sewer Improvements** shows the existing water and sewer lines as well as the proposed stormwater and sewer improvements for the area.

Transportation and Infrastructure Needs and Planned Improvements

Major transportation and infrastructure needs identified during the plan development process include:

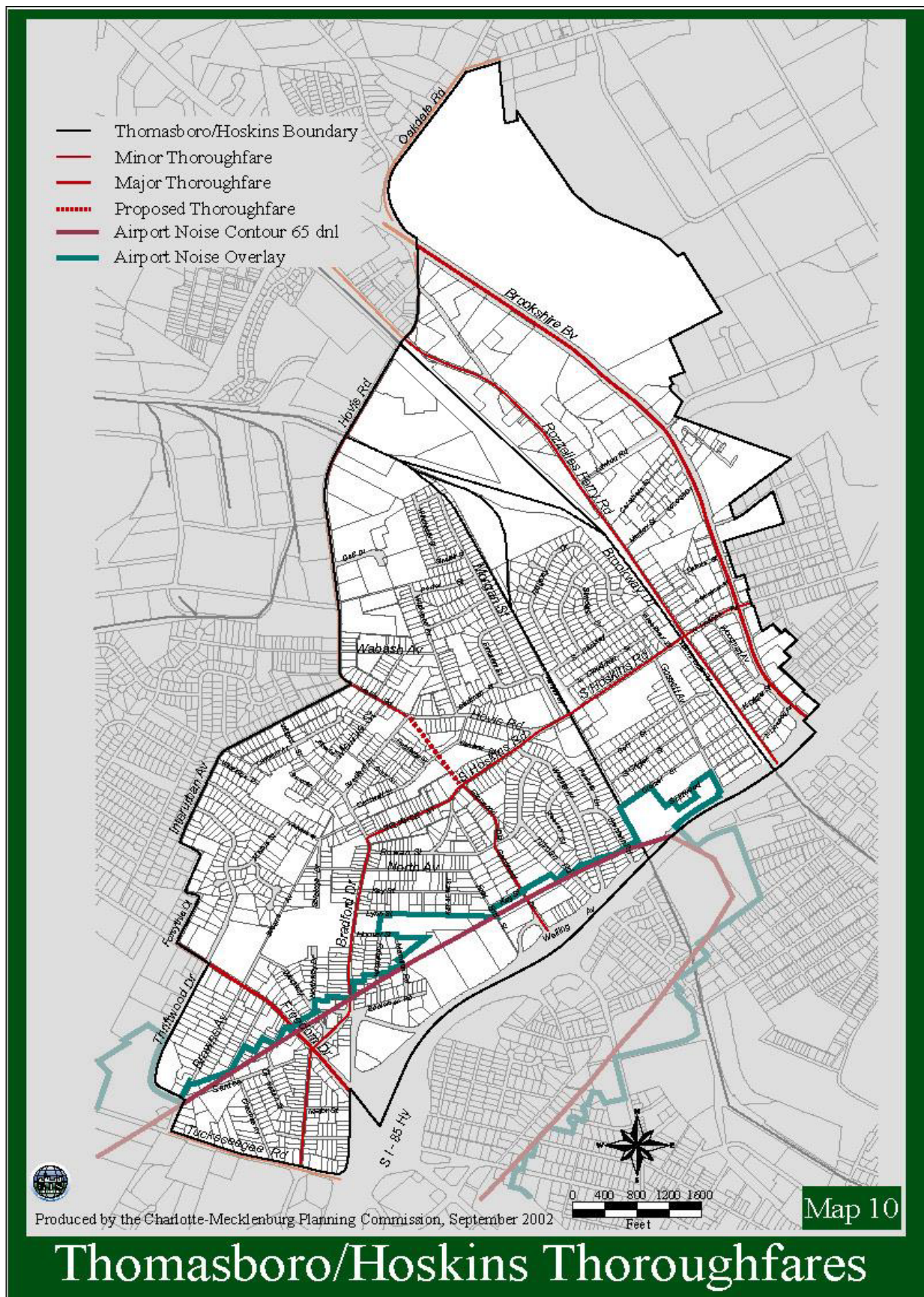
- Expanded transit service and hours
- Improved E-Z Rider service
- Transportation to summer programs and recreational activities
- Bus shelters near Hoskins Mill
- Lighting at bus stops
- Trash receptacles at bus stops
- Traffic calming devices
- Sidewalks
- Pedestrian safety devices
- Improved lighting





Infrastructure improvements planned in this area include:

- Brookshire Boulevard widening to 6 lanes from I-85 to north of Hoskins Road. Construction is scheduled to begin in Fall 2002 and be completed by Winter 2004.
- Freedom Drive widening to 4 lanes from I-85 to I-485. Construction is scheduled to begin Winter 2004 and be completed by Spring 2006.
- Resurfacing of all or portions of Cantwell Street, Cheshire Avenue, Cromer Street, Edgewood Road, Lawton Street, Manley Street, Marble Street, Marvin Smith Road, Reliance Street and Westgate Lane by the end of 2002.
- The Thoroughfare Plan recommends Glenwood Drive be extended to the intersection of Hovis Road and Bradford Drive. (See **Map 10**, Thoroughfares).
- Two bus shelters are to be installed near Hoskins Mill as a part of Phase I of the Thomasboro-Hoskins Neighborhood Improvement Project.



Transportation and Infrastructure Goals and Recommendations

Goal 1:

Improve transit service and ridership.

Recommendations:

1. Publicize information on existing transportation services and bus routes.
2. Review existing transportation services and bus routes to ensure adequate service to the community.
3. Identify areas where additional transit service is needed.
4. Consider extending routes, hours of service and improving connectivity to other routes.
5. Develop incentives to attract new riders, such as discount fares, fewer transfers and other specials.

Goal 2:

Improve traffic safety.

Recommendations:

1. Investigate traffic calming measures to reduce speeding in the community.
2. Post speed limit signs throughout the community.
3. Work with business owners to discourage truck drivers from using neighborhood streets when possible.
4. Improve the sight visibility at the Gossett Avenue/Hoskins Road intersection by eliminating sight obstructions at this intersection and enforcing “*No Parking*” signs within the public right of way.
5. Investigate lighting improvements at specific locations throughout the community.
6. Resurface streets as scheduled.

7. Examine the proposed Glenwood Drive Extension (from Hoskins Road to Hovis Road) minor thoroughfare to determine if removal from the Thoroughfare Plan is warranted. If so, consider adding Hovis Road (between Bradford Drive and Hoskins Road) and Hoskins Road (between Glenwood Drive and Hovis Road) to the Plan as minor thoroughfares.
8. Improve intersections along Brookshire Boulevard by realigning Hovis Road at its intersection with Brookshire Boulevard to more of a 90-degree angle and remove the proliferation of traffic islands. Also, relocate Oakdale Road so that it intersects Brookshire Boulevard north of the existing convenience store. This greater separation between these two intersections will allow adequate spacing for future signalization at the Brookshire/Oakdale intersection.

Goal 3:

Improve pedestrian safety and visibility.

Recommendations:

1. Investigate installing sidewalks and crosswalks at designated locations throughout the community to allow for continuous pedestrian traffic pattern as indicated by **Map 2**, Concept Plan, and **Map 8**, Sidewalk, Curb & Gutter.
2. Investigate the provision of pedestrian linkages to Hoskins Park, Thomasboro Elementary School, bus stops and other destination points.

COMMUNITY SAFETY



Crime plays a vital role in how secure residents and business owners feel in their community. Feeling safe and secure in one's surroundings provides a level of comfort that is important to residents and the neighborhood's quality of life. The vision for Thomasboro-Hoskins is to create a safe neighborhood where residents are comfortable.

COMMUNITY SAFETY

Existing Conditions

Thomasboro-Hoskins is located in the Charlotte-Mecklenburg Police Department's Adam 3 District. The District provides community police officers to Thomasboro-Hoskins and seeks to create a safe community through strong relationship with residents in the area.

Throughout the planning process, residents continually voiced concern over drugs, prostitution, shootings and robberies in the community. Statistics indicate an increase in robbery, aggravated assault and auto theft from 2000 to 2001 while burglary, larceny, non-aggravated assault and vandalism decreased. Compared to the City, the percent change from 2000 to 2001 was similar for armed robbery, larceny and vandalism. Thomasboro-Hoskins saw an increase in aggravated assault and auto theft while the City, in general, saw a decrease. (See **Table 5**, Most Frequently Reported Criminal Offenses.)

Table 5: Most Frequently Reported Criminal Offenses

Offenses	Charlotte			Thomasboro-Hoskins		
	Reported		% Change	Reported		% Change
	2000	2001		2000	2001	
Armed Robbery	2,026	2,331	15%	35	40	14%
Aggravated Assault	4,482	4,420	-1%	70	82	17%
Burglary	9,598	10,285	7%	201	160	-20%
Larceny	27,789	27,291	-2%	281	262	-7%
Auto Theft	4,561	4,406	-3%	58	64	10%
Non-Aggravated Assault	10,248	10,391	1%	175	158	-10%
Vandalism	8,639	7,887	-9%	129	112	-13%

Source: Charlotte-Mecklenburg Police Crime Analysis Department, January 2002

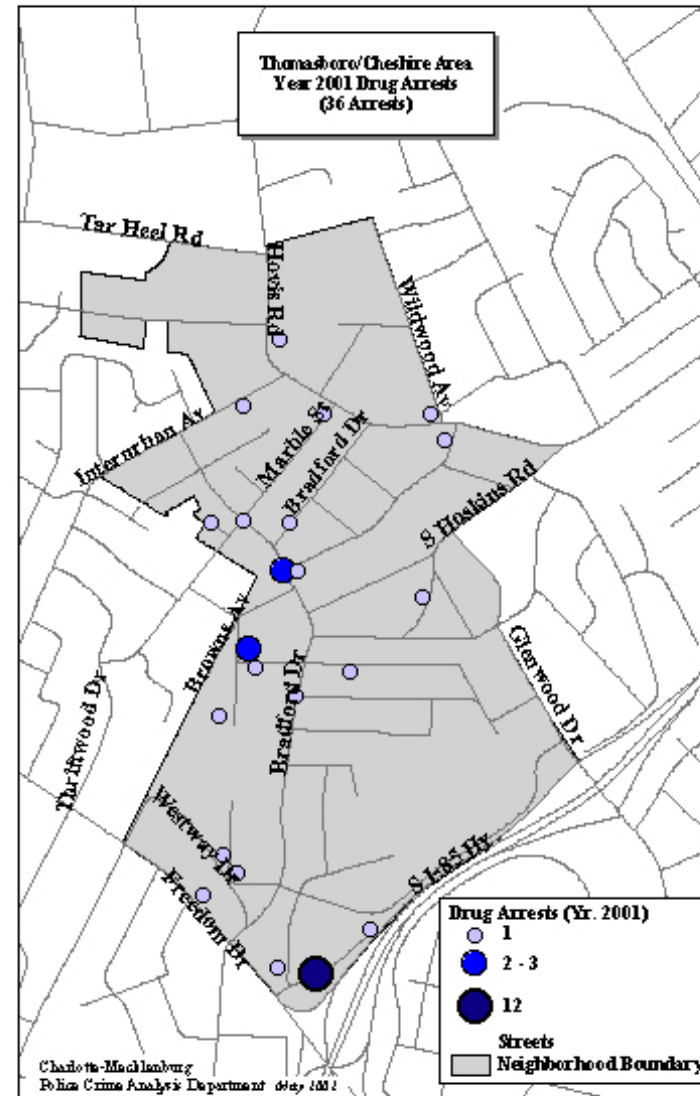
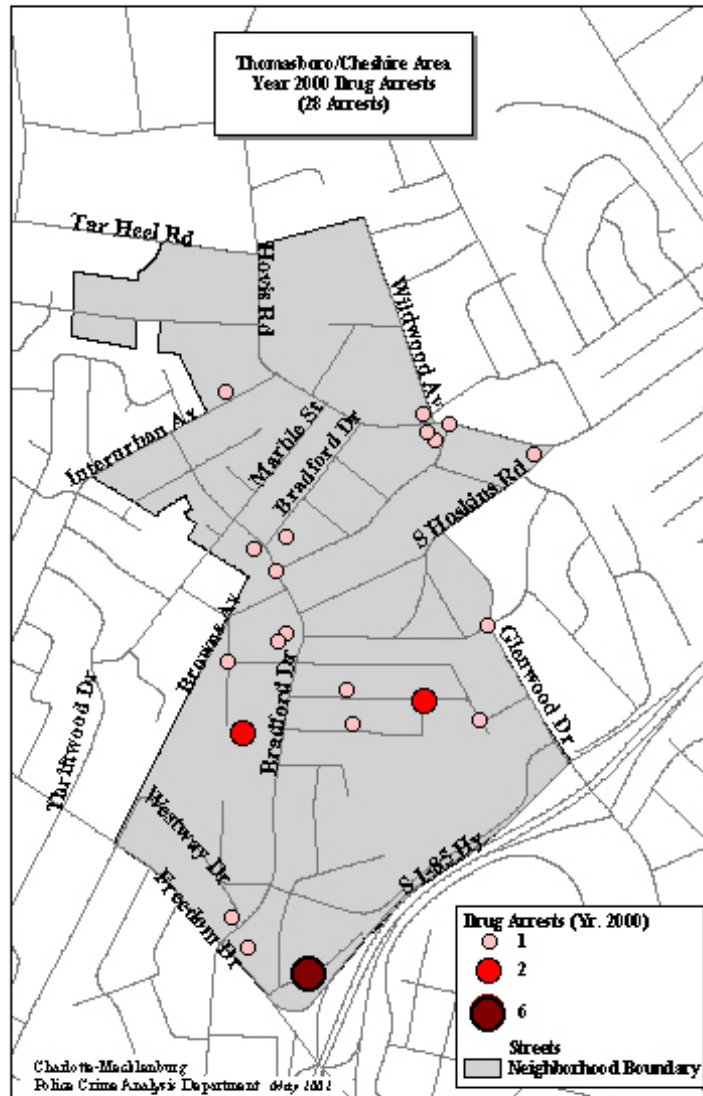
From 2000 to 2001 the number of drug arrests made in Thomasboro-Hoskins increased 29%, as seen in **Table 6**, Drug Arrests. **Map 11** highlights hotspots for drug arrests. In both 2000 and 2001 the highest concentration of drug arrests in the community occurred near Freedom and Bradford drives. The presence of drugs in the community is a major concern of residents.

Table 6: Drug Arrests

Year	Drug Arrests	% Change
2000	28	N/A
2001	36	29%

Source: Charlotte-Mecklenburg Police Crime Analysis Department, May 2002

Map 11: Thomasboro-Hoskins Drug Hotspots



Map 12: Thomasboro-Hoskins Crime Hotspots



As noted on **Map 12, Crime Hotspots**, several areas exist in the community that are hotspots for crime. Of particular concern are seniors in the Hoskins Mill complex being the victims of crime. This complex is located adjacent to Hoskins Mill and appears as a hotspot. (See **Map 11, Drug Hotspots** and **Map 12, Crime Hotspots**). Although crime in Hoskins Park was a concern of residents, data from the Police Department does not indicate a problem in the park. This discrepancy could be due in part to crimes not being reported to the Police, or a misperception of crime. Business owners listed vandalism, break-ins and shoplifting as crimes they have experienced. Hotspots appear on the crime map which indicate concentrations of burglaries and vandalism in the industrial areas.

The following were identified as safety issues in this community:

- Illegal drugs
- Prostitution
- Sale of alcohol and tobacco to minors
- Vandalism, break-ins and loitering
- Victimization of senior citizens at Hoskins Mill
- Lack of neighborhood and business watch programs.

Community Safety Goals and Recommendations

Community safety is a major concern of Thomasboro-Hoskins residents. Many residents and business owners do not feel safe in their community. The following goals and recommendations were developed to discourage crime and empower residents and employees to make the community safer.

Goal 1:

Ensure the most efficient use of police resources to reduce and discourage criminal activity and provide better service to the community.

Recommendations:

1. Strengthen the relationship between residents and the police and include police in meetings and activities.
2. Increase police visibility and provide the names and phone numbers of community police officers to residents.
3. Increase resident's awareness of the importance of reporting crimes.
4. Educate residents and business owners on appropriate ways to report emergency, non-emergency and criminal activity to police.
5. Encourage business owners to utilize the Security Grant Program offered by Neighborhood Development for crime prevention to discourage break-ins, loitering and other crimes.

Goal 2:

Eliminate criminal activity.

Recommendations:

1. Report all criminal and suspicious activity to the police.
2. Develop programs to eliminate drug activity.
3. Implement sting operations to discourage the sale of alcohol and tobacco to minors.
4. Continue programs targeted at eliminating prostitution.
5. Educate residents on nuisance abatement program.

Goal 3:

Develop crime prevention initiatives.

Recommendations:

1. Develop Crime Watch programs to discourage criminal activity.
2. Develop security measures to create a safe environment for seniors at the Hoskins Mills complex.
3. Utilize Crime Prevention through Environmental Design (CPTED) Guidelines when developing/redeveloping property. (See design recommendations and *Implementation Program*)
4. Develop a strategic plan that focuses on crime prevention and requires a commitment and collaboration from police, neighborhood organizations and other City departments.

COMMUNITY APPEARANCE



Community appearance plays a major role in the vitality of a community. The appearance of a community may attract development, encourage residents to take pride in their property and boost economic growth. Thomasboro-Hoskins vision is to create a beautiful and clean community.

COMMUNITY APPEARANCE

Existing Conditions

When traveling through Thomasboro-Hoskins, motorists are confronted with numerous unsightly scenes. Abandoned and junk cars as well as deteriorated buildings, clutter residential areas. Business districts suffer from neglected building facades and insufficient landscaping. Industrial areas often abut residential areas without proper buffering. Poorly maintained properties, lack of defined entrances and the mix of incompatible land uses contribute to the negative image of the area.

Community Appearance Goals and Recommendations

The following goals and recommendations were developed as a means to improve the appearance of Thomasboro-Hoskins and encourage residents to take pride in their community. Several programs, such as the Façade Grant, Infrastructure Improvement Program and Neighborhood Matching Grants, are available through the City of Charlotte's Neighborhood Development Key Business Unit to assist residents and property owners in improving their community.

Goal:

Improve the overall appearance of Thomasboro-Hoskins.

Recommendations:

1. Encourage residents to take pride in their community and better maintain their property.
2. Encourage the reuse of abandoned buildings.
3. Educate residents and business owners about the rules for rollout garbage, bulky item pickup, recycling and how to report illegal dumping.
4. Educate residents on available grants that can be utilized for neighborhood beautification projects.
5. Organize neighborhood clean-up days and beautification projects.
6. Recognize property owners that maintain their property.
7. Campaign against litter.

HOUSING



Housing is one of the important elements that comprise a neighborhood or community. The quality of the housing stock, its affordability, and location all play a significant role in the success of a community. The vision for housing in Thomasboro-Hoskins is to provide a mixture of housing choices for all income levels.

HOUSING

Existing Conditions

The Thomasboro-Hoskins community developed over a wide time span, so a variety of housing types exist. The Hoskins community was originally developed as a mill village in the early 1900s to provide housing for workers in nearby textile mills. Original mill houses and small wooden bungalows are common housing types in this area today. Housing in the Thomasboro area was built after World War II and the neighborhood was primarily developed as a suburb of Charlotte. Other neighborhoods in this area such as Westchester, Edgewood and Brookfield were also developed as suburbs in the 1950s and 1960s.



Typical mill house in the community today

Generally, Thomasboro-Hoskins is an affordable place to live. Most of the housing in this community meets the Housing and Urban Development (HUD) and the City's definition of affordable. The average house value for this community is \$43,165, which represents about 1/3 of the City's average housing value of \$134,200.

The housing stock varies in character and condition throughout the community. Most of the area is developed with single family homes. (See **Table 7**, Housing Units by Type). While some of the housing in the community is unattractive, in other areas the housing is attractive and well maintained.

Table 7: Housing Units by Type

Type	No. of Units	% of Total Housing Units
Single Family	1541	68
Duplex/Triplex	91	4
Multi-Family	625	28
Total # of Units	2257	100%

Source: Mecklenburg County Tax Records 2001



Single Family Home on Bradford Drive



Newer Homes on Hovis Road



Multi-family at Wildwood Avenue & Hovis Road



Mobile Home Park at Hoskins & Hovis roads

The poor condition of some of the residential structures is a major concern. The appearance of these structures contributes to the unsightliness of the community. The *Neighborhood Quality of Life Report* (2000) indicates that 4.88% of the housing in Thomasboro-Hoskins is substandard. (Please note that the Neighborhood Quality of Life boundaries are different from the boundaries used to develop this plan.) Many of the houses in this community are used for rental property.

Census data indicates that 47% of the housing units in Thomasboro-Hoskins were owner occupied in 1990 and only 40% of the housing units in the community were owner occupied in 2000. The percentage of owner occupancy is significantly less than the City's average of 57% (See **Table 8, Owner Occupied versus Renter Occupied Housing**). The geographic distribution of owner and renter occupied housing is shown on **Map 13, Homeownership**. The 2000 Census also indicates that the study area contains approximately 2,257 residential units, 1,541 of these are single family homes.

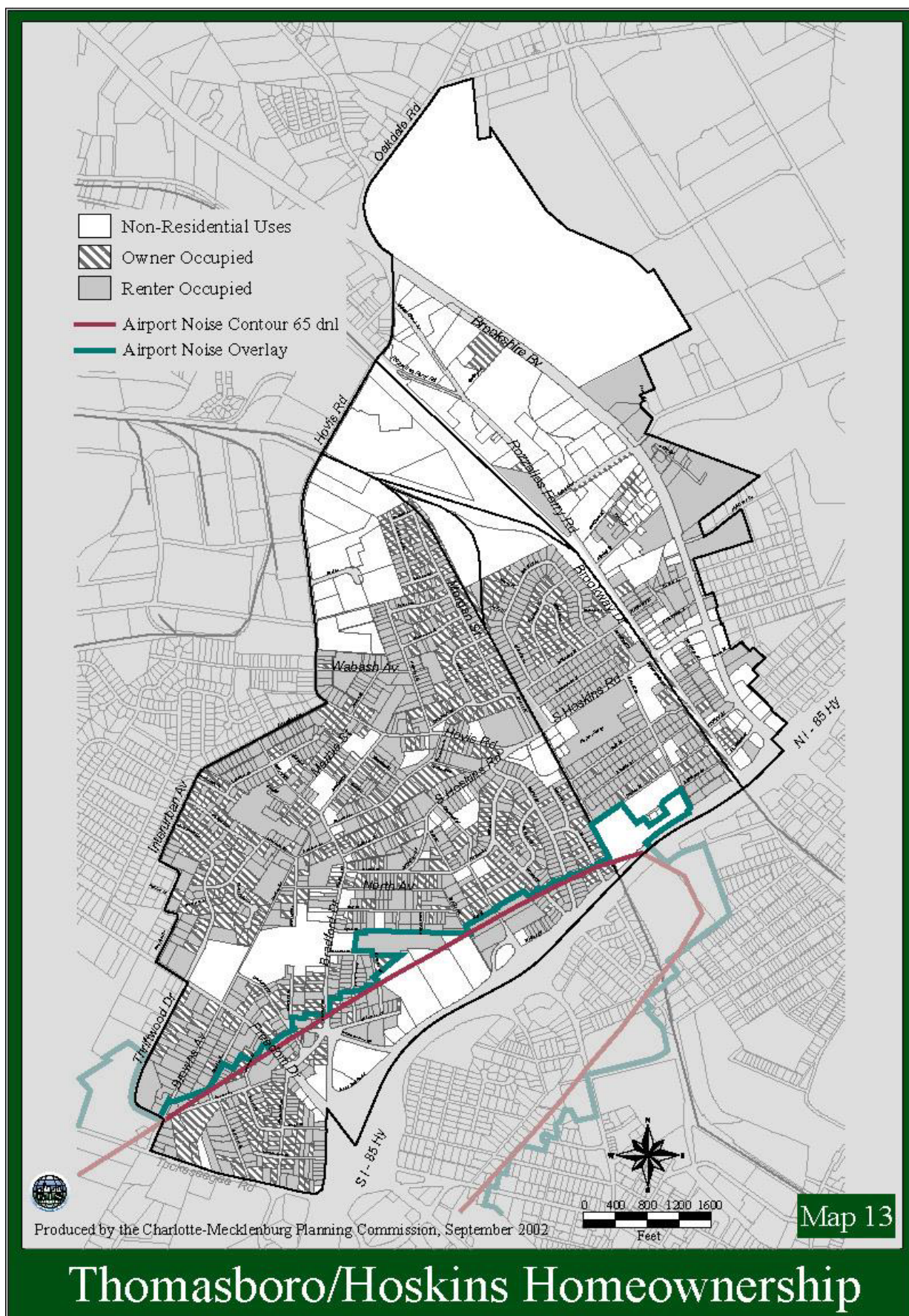
Concerns about the condition of the housing stock in this community include the following:

- Overall condition of housing in the area
- Vacant and abandoned houses
- High percentage of rental property
- Lack of cooperation from landlords
- Landlords renting to criminals
- Apartments not well kept
- Lack of knowledge about homeownership programs.

Table 8: Owner Occupied versus Renter Occupied Housing

	Thomasboro- Hoskins 1990	Thomasboro- Hoskins 2000	City 1990	City 2000
Owner Occupied	47%	40%	55%	57%
Renter Occupied	53%	60%	45%	43%
Total Number of Units	2173	2290	158,991	251,449

Source: Mecklenburg County Tax Records 2001



Housing Goals and Recommendations

The following goals and recommendations address improving housing conditions and achieving the Thomasboro-Hoskins vision of having a mixture of housing choices for all income levels.

Goal 1:

Enhance the appearance and improve the quality of housing in the neighborhood.

Recommendations:

1. Educate property owners about available home repairs programs.
2. Rehabilitate, update, and preserve existing housing stock, particularly the mill houses and bungalow structures with historic architectural features.
3. Increase housing code enforcement.
4. Encourage infill development and redevelopment that follows basic design guidelines and is consistent with the existing residential character of the neighborhood. **(See Design Guidelines, page 18)**
5. Provide safe and affordable housing opportunities for all residents.

Goal 2:

Increase homeownership opportunities.

Recommendations:

1. Establish partnerships with builders to renovate and develop new housing in the neighborhood.
2. Encourage the development of housing for a variety of income groups.
3. Educate residents on homeownership programs and opportunities.

Goal 3:

Improve condition of rental housing.

Recommendations:

1. Encourage landlords to screen tenants, better maintain property and adhere to housing codes.
2. Improve the relationship between the community and landlords.
3. Encourage landlords to participate in and support neighborhood meetings and events.

ECONOMIC DEVELOPMENT



Neighborhood services and businesses are important to those that live and work in a community. The availability of goods and services to meet the daily needs of residents impacts the quality of life of a community. A key component of the vision for Thomasboro-Hoskins is to be an economically viable community.

ECONOMIC DEVELOPMENT

Existing Conditions

Thomasboro-Hoskins is home to a number of businesses, many of which provide employment, goods and services to area residents. Brookshire Boulevard has several retail uses that include fast food restaurants, gas stations and other general businesses. However, further out the Brookshire corridor the uses become more industrial in nature. A large majority of the industrial uses in the neighborhood are located along Hovis Road. Interior to the neighborhood are a number of small businesses that include convenience stores, auto related uses and hair salons.

Both residents and business owners identified support for existing businesses as well as the development of new businesses as a need in the Thomasboro-Hoskins community. Residents desire additional commercial development closer to their homes to avoid traveling outside their community for basic needs, such as groceries and banking. In addition, expanded commercial development would provide employment to area residents.

Residents and business owners identified the following issues related to economic development:

- Lack of basic services within the community (i.e. chain grocery store, discount store, home improvement store, banks)
- Security of businesses
- Appearance of non-residential areas
- Access to businesses

Economic Development Goals and Recommendations

The following goals and recommendations are proposed to stimulate economic development in the Thomasboro-Hoskins area.

Goal 1:

Improve the security and appearance of existing businesses.

Recommendations:

1. Create a safe and attractive environment in which businesses desire to locate.
2. Distribute information on the grants available to business owners: Façade Improvement Grant, Security Grant, Infrastructure Grant, Equity Loan Program, Grease Trap Grant Program, Brownfield Assessment Program and Brownfield Clean Up Revolving Loan Program.

3. Consider expanding the Enterprise Community boundaries (a Federal program that provides economic development assistance to specific geographic areas) to include Thomasboro-Hoskins.
4. Organize a business watch program and encourage business owners to be observant and report crimes.
5. Increase police patrols in the business community.
6. Encourage business owners to improve the appearance of their buildings, parking lots, signage and landscaping.
7. Encourage residential and business owners to work together to support improvements, renovations and additions to the business community.
8. Implement land use recommendations to encourage redevelopment of commercial areas.

COMMUNITY FACILITIES



Community facilities can often provide cohesiveness to neighborhoods by offering a common location for community activities and functions. Among the facilities available to Thomasboro-Hoskins are a park, recreation center, elementary school, fire station and several religious institutions. The Thomasboro-Hoskins vision for the future is to have amenities that meet the physical, cultural and social needs of its residents.

COMMUNITY FACILITIES

Existing Conditions

Traditionally a limited number of public facilities have been available to Thomasboro-Hoskins. However, in the last few years the neighborhood park has been expanded, the elementary school is undergoing major renovations and the fire station is proposed to be relocated within the community. Below are descriptions of the existing community facilities.

Hoskins Park

Hoskins Park is a 3-acre neighborhood park located at the intersection of Cromer Street and Gossett Avenue. The park's amenities consist of playground equipment, a basketball court, athletic fields and picnic areas. This small park is scheduled for expansion in the near future.



Hoskins Park

Tuckaseegee Recreation Center



Tuckaseegee Recreation Center

The Tuckaseegee Recreation Center is located on the edge of the community on Tuckaseegee Road at Browns Avenue. The center has a gymnasium, weight rooms, game rooms, multi-purpose rooms, and athletic fields. Additionally, the center offers a variety of recreational programs and activities for all ages.

Thomasboro Elementary School

Thomasboro Elementary School is a kindergarten through fifth grade neighborhood school located on Bradford Drive. The school is currently undergoing extensive renovations to expand and enhance the facility. The renovations include a new gymnasium and ball fields. These renovations will be completed and ready for the 2002 – 2003 school year.

Religious Institutions

There are a number of religious institutions located throughout the community. Some of the churches are very involved in community activities and provide the use of their facilities and outreach programs for residents.



Thomasboro Baptist Church



Chappell Memorial Baptist Church



New Christian Outreach Center

Charlotte Fire Station #13



Charlotte Fire Station #13

Fire Station 13 is located on Glenwood Avenue, near Interstate 85. This structure was built in 1962 and has undergone previous expansions. Currently, the facility has outgrown its operational capacity and is proposed to be relocated within the community in the next 5 – 10 years.

The following are concerns identified by the area residents about the existing community facilities:

- Access to recreational facilities
- Hoskins Park - need additional recreational space, restroom facilities and additional safety measures.
- Community center for community activities and events
- Lack of organized activities for all ages
- Home daycare for children and seniors.

Community Facilities Goals and Recommendations

Goal 1:

Provide recreational opportunities for all residents.

Recommendation:

1. Provide access to existing facilities and develop additional programs for residents of all ages.
2. Investigate the feasibility of renovating the historic Hoskins Mill Office for use as a community center.
3. Consider additional park/open space at Thomasboro Elementary School to serve the Thomasboro community.

Goal 2:

Create additional recreational space in the community.

Recommendations:

1. Enlarge and improve Hoskins Neighborhood Park.
2. Encourage residents to utilize parks and recreational facilities that are available in the area.

Goal 3:

Provide care and activities for children and the elderly.

Recommendation:

1. Investigate the need for programs to assist with providing childcare and an adult daycare.

COMMUNITY ORGANIZING



Well-organized neighborhoods with strong leadership and committed residents are key to neighborhood stabilization. The Thomasboro-Hoskins vision includes active citizens working together for the overall good of the community.

COMMUNITY ORGANIZING

Existing Conditions

Several neighborhoods within the Thomasboro-Hoskins area have community organizations. The level of organization among these groups varies from formal to informal.

Historically, resident participation in neighborhood organizations has been minimal, as is typical in many areas. However, there is a core group of residents who are committed to improving the quality of life in the Thomasboro-Hoskins community. To strengthen the organization and increase its success more residents need to participate. The various neighborhood groups must work together for the common interest of the community.

The number of organizations in the area creates the opportunity for Thomasboro-Hoskins to have strong, well-organized leadership. Additionally, it is important for business owners in the area to organize and work with area residents. This is vital to implementing change in the community.

Community Organizing Goals and Recommendations

Goal 1:

Maintain and strengthen neighborhood organizations.

Recommendations:

1. Continue to provide leadership and development training for a cross-section of the community to increase the organizing and capacity building skills of neighborhood leaders
2. Increase efforts to recruit members; especially renters, landlords and business owners.
3. Continue to provide information and develop new ways to communicate neighborhood activities and events to residents.
4. Encourage youth participation in programs and activities.
5. Encourage residents to participate in programs and utilize resources that may exist outside the neighborhood such as Community University and the Neighborhood Symposium.
6. Pool resources with other neighborhoods.
7. Organize social events to encourage open communication between residents and neighborhood organizations.

Goal 2:

Develop public/private partnerships to support neighborhood projects.

Recommendations:

1. Collaborate with other groups and organizations to maximize resources.
2. Encourage the formation of a business association.
3. Encourage the development of a unified group that includes all neighborhood organizations.

CONCLUSION

This plan was developed to serve as a catalyst for change in Thomasboro-Hoskins. Although this once vibrant community has experienced decline in recent years, resources should be used to stabilize the housing and improve the infrastructure in order for this community to become a more desirable place to live, work and play. Volume I: *The Concept Plan* includes recommendations for bringing about change in the community and Volume II: *The Implementation Program* outlines strategies to be used in implementing recommendations in the *Concept Plan*.

Volume II: IMPLEMENTATION PROGRAM

IMPLEMENTATION PROGRAM

This document outlines some of the actions necessary to implement recommendations in the *Thomasboro-Hoskins Area Plan*. Implementing the *Plan* will require participation by many groups. Those groups include area residents and property owners, neighborhood organizations, religious institutions, City and County agencies, and others with an interest in this community. Implementation may be the sole responsibility of individuals or organizations; a collaborative effort by neighborhood group and the public or private sector, or the full responsibility of local government agencies. Charlotte City Council will not be asked to adopt this *Implementation Program*; however, many of the strategies recommended in this plan will require future action by City Council and will be presented to them for approval on an individual basis.

LAND USE AND URBAN DESIGN

The land use and urban design recommendations focus on the relationship of various land uses, preserving residential areas and utilizing design standards to ensure a cohesive development pattern.

Implementation Strategies:

1. Use the rezoning process to ensure that proposed development is consistent with both the land use and design recommendations in the plan. ***(Planning Commission, Developers and Neighborhood Organizations)***
2. Encourage developers to give careful attention to edge relationships between non residential and residential land uses.
(Planning Commission, Developers and Neighborhood Organizations)
3. Encourage the redevelopment of areas identified on **Concept Map 2 (see Volume I: Concept Plan)**. ***(Planning Commission, Economic Development, Developers, Property Owners, Neighborhood Organizations)***
4. Utilize the following guidelines to create gateways at the intersection of Brookshire Boulevard (NC 16) and Hovis Road, Brookshire Boulevard and Hoskins Road, Rozzelle's Ferry and Hoskins roads, Freedom Drive and I-85 Service Road and Freedom and Bradford drives. ***[Planning Commission, Engineering, Charlotte Department of Transportation (CDOT), Developers, Property Owners, Neighborhood Organizations]***

Gateway Design Guidelines

- a. Street Signs - Install decorative street signs at these intersections to identify these areas as neighborhood gateways.
- b. Sidewalk/Planting Strips - Install 6-foot wide sidewalks that include 5-foot wide planting strips and small maturing trees.

- c. Lighting - Install decorative pedestrian scale lighting to improve the appearance of gateways and make the area safer for pedestrians.
 - d. Crosswalks - Install new decorative crosswalks to provide a stronger visual cue as motorists approach the intersection.
5. Create a “sense of place” at the intersection of Hoskins and Hovis roads with Hoskins Mill as a focal point and at Willard Street and Bradford Drive. These focal points should include lighting, landscaping, identification signs and adhere to the following design guidelines.

Design Guidelines for Hoskins Road/Hoskins Mill Focal Point

- a. Decorative Street Signs - Install decorative street signs to identify the area.
- b. Sidewalk/Planting strips - Install 6-foot wide sidewalks that include 5-foot wide planting strips and small maturing trees. Provide sidewalk access from Hoskins Road and the residences.
- c. Lighting - Install decorative pedestrian scale lighting to improve the appearance of the area and increase pedestrian safety and security.
- d. Crosswalks - Install new decorative crosswalks to provide a stronger visual cue to motorists approaching the intersection.
- e. Trees and Open Space - Plant large maturing trees along the perimeter for shade. Plant durable shrubs behind seating areas. Develop a gathering space with a community garden.
- f. Design - Utilize curvilinear design to promote social interaction. Develop and make the entire plaza a public art initiative with surface paving, seating, and tables. Consider providing ground mounted game tables with chairs as well as trash receptacles and drinking fountains.

Design Guidelines for Willard and Bradford Drive Focal Point.

- a. Decorative Street Signs - Install decorative street signs at this intersection to celebrate this area as a special district.
- b. Sidewalk/Planting Strips - Install 6-foot wide sidewalks that include 5-foot wide planting strips and small maturing trees.
- c. Lighting - Install decorative pedestrian scale lighting to improve the appearance of the area and increase pedestrian safety and security.
- d. Crosswalks - Install new decorative crosswalks to provide a stronger visual cue to motorists approaching the intersection.
- e. Design – Install benches, plantings and trash receptacles.

6. Improve the streetscape along Brookshire Boulevard, Bradford Drive, Rozzelle's Ferry Road, Freedom Drive and Hoskins Road using the following design guidelines.

Design Guidelines for Streetscape Improvements

- a. Planting Strip – The planting strips along these streets should be a minimum of 5 feet wide where possible.
 - b. Street Trees – A comprehensive street tree-planting plan should be developed and implemented for the areas above where adequate right-of-way exists.
 - c. Lighting – Pedestrian level lighting should be made an integral element throughout these areas.
 - d. Sidewalks – Sidewalks should be at least 6 feet wide.
7. Utilize Crime Prevention through Environmental Design (CPTED) Guidelines to create a safer community.

CPTED Design Guidelines

- a. Orient buildings to provide good edge relationships to adjoining parcels.
- b. Orient building fronts toward major streets.
- c. Avoid large setbacks so people are more visible.
- d. Locate open spaces and recreational facilities in order for users to be visible from surrounding areas.

TRANSPORTATION & INFRASTRUCTURE

A number of improvements are recommended to improve transportation and infrastructure in the community and provide better pedestrian connectivity and traffic flow.

Implementation Strategies:

1. Study current and future transit needs and develop a strategy to meet those needs. ***[CATS (Charlotte Area Transit System) and Neighborhood Organizations]***
2. Determine traffic calming measures needed to reduce speeding, discourage truck traffic and increase vehicular safety in the neighborhood. ***(CDOT and Neighborhood Organizations)***
3. Erect and enforce no parking allowed signs along Hoskins Road, near Gossett Avenue to eliminate sight distance problems in the community. ***(CMPD (Charlotte-Mecklenburg Police Department) and CDOT)***

4. Install sidewalks and crosswalks at appropriate locations throughout the community to provide continuous pedestrian traffic flow. **(CDOT, Engineering and Neighborhood Organizations)**
5. Identify locations where lighting is insufficient and install lighting to improve visibility and public safety. **(CDOT, CMPD and Neighborhood Organizations)**
6. Actively participate in planning for future transportation and infrastructure improvement projects. **(Residents, Neighborhood Organizations and CDOT)**
7. Study the feasibility of the proposed Glenwood Drive Extension currently shown on the Transportation Improvement Plan. **(Neighborhood Organizations and CDOT)**
8. Consider alternatives for improving the intersection of Brookshire with Hovis and Oakdale roads. **[CDOT, North Carolina Department of Transportation (NCDOT), Engineering and Neighborhood Organizations]**

COMMUNITY SAFETY

Community safety is a concern for area residents and business owners. Measures should be taken to reduce the criminal element in the community.

Implementation Strategies:

1. Distribute crime prevention material and educate residents and businesses on appropriate ways to report emergency, non-emergency and criminal activity to the police. **(Neighborhood Organizations and CMPD)**
2. Report all criminal and suspicious activity to the police. **(Residents and Business Owners)**
3. Provide residents and businesses with the phone and pager numbers of community police officers. **(Neighborhood Organizations and CMPD)**
4. Implement neighborhood and business crime watch programs. **(Neighborhood Organizations and CMPD)**
5. Invite police to neighborhood meetings and events. **(Neighborhood Organizations)**
6. Implement “sting” operations and post penalty signs at area businesses to discourage the sale of alcohol and tobacco to minors. **(CMPD and Business Owners)**

7. Seek assistance from the police to prohibit loitering at businesses. **(Business Owners and CMPD)**
8. Utilize the Security Grant Program offered by Neighborhood Development for crime prevention. **(Business Owners and Neighborhood Development)**
9. Install additional streetlights and lights on commercial buildings to increase visibility and improve safety. **(CDOT, Duke Energy and Business Owners)**
10. Locate all public open spaces and recreational facilities to maximize natural surveillance from buildings, public roads and walkways. **(Park and Recreation)**
11. Develop a strategy that focuses on crime and disorder prevention and requires a commitment and collaboration between the police, community and other City services. **(CMPD and Neighborhood Organizations)**

COMMUNITY APPEARANCE

Improving the overall appearance of the community is vital to changing the image of the area.

Implementation Strategies:

1. Organize projects to clean-up and beautify the community. **(Neighborhood Organizations and Solid Waste Services)**
2. Assist elderly and handicap residents who are unable to maintain their property. **(Neighborhood Organizations)**
3. Educate residents and business owners about the rules for rollout garbage, bulky item pickup, recycling and how to report illegal dumping. **(Neighborhood Organizations, Neighborhood Development and Solid Waste Services)**
4. Develop a recognition program that encourages property owners to maintain their property. **(Neighborhood Organizations)**
5. Educate and assist residents in applying for grants to beautify the neighborhood. **(Neighborhood Organizations and Neighborhood Development)**
6. Encourage business owners to use the City's façade grant and infrastructure improvement program to improve the appearance of businesses. **(Neighborhood Organizations and Neighborhood Development)**

7. Implement an adopt-a-street program for all major and minor thoroughfares. ***(Neighborhood Organizations and CDOT)***
8. Compile a list and initiate clean up of vacant and overgrown lots. ***(Neighborhood Organizations and Community Improvement)***
9. Improve the appearance of dead end streets to deter illegal dumping in the area. ***(Community Improvement and CDOT)***
10. Encourage reuse of abandoned and underutilized buildings. ***(Neighborhood Development)***

HOUSING

Improve existing housing and encourage compatible infill homes to stabilize the Neighborhood's housing stock.

1. Work with developers, property owners and agencies to encourage the rehabilitation and redevelopment of existing homes. ***(Neighborhood Organizations, Property Owners, Neighborhood Development)***
2. Utilize the Purchase-Rehabilitation Program to work with property owners to rehabilitate, update and preserve existing housing stock, particularly those structures with historic significance. ***(Neighborhood Development)***
3. Implement increased housing code enforcement. ***(Neighborhood Development)***
4. Hold community meetings to educate homeowners and distribute information about homeownership assistance programs ***(Neighborhood Organizations, Ujamma, Inc. and Neighborhood Development)***
5. Encourage infill development and redevelopment that follows basic design guidelines and is consistent with the existing residential character of the neighborhood (See Design Guidelines in the *Concept Plan*). ***(Planning Commission, Neighborhood Organizations and Neighborhood Development)***
6. Develop ways to attract builders to develop houses in the neighborhood. ***(Neighborhood Development and Neighborhood Organizations)***
7. Encourage property owners to better maintain property to attract other homebuyers to the community. ***(Neighborhood Organizations and Residents)***
8. Invite landlords to community functions. ***(Neighborhood Organizations)***

9. Implement increased housing code enforcement. ***(Neighborhood Development)***
10. Have landlords run background checks and screen potential renters. ***(Property Owners and CMPD)***

ECONOMIC DEVELOPMENT

Economic development opportunities abound in this area but perceived safety and appearance of the community is a concern.

Implementation Strategies

1. Distribute information to business and property owners pertaining to the various grant programs available – Façade Improvement Grant, Security Grant Program, Infrastructure Grant Program, Equity Loan Program, Grease Trap Grant Program and Brownfield Assessment Program & Brownfield Clean Up Revolving Loan Fund Program - through the Neighborhood Development Key Business Unit. ***(Neighborhood Development)***
2. Increase police patrols. ***(CMPD)***
3. Organize a business crime watch program and coordinate with neighborhood crime watch programs. ***(CMPD and Business Owners)***
4. Use newsletters to keep businesses and residents informed of improvements made to the community and key issues facing the community. ***(Neighborhood Organizations and Neighborhood Development)***
5. Provide interested citizens with information on programs available to assist in business start-up. ***(Neighborhood Development)***
6. Improve the appearance of the community and area businesses. ***(Neighborhood Organizations, Property Owners and Community Improvement)***
7. Promote the affordability, accessibility and other advantages of locating businesses in the area. ***(Neighborhood Organizations and Property Owners)***

COMMUNITY FACILITIES

Provide additional facilities and activities for residents in the area.

Implementation Strategies:

1. Develop a comprehensive outreach initiative that focuses on the recreational needs of neighborhood youth, teens, adults and seniors. ***(Neighborhood Organizations and Park and Recreation)***
2. Implement plans to enlarge Hoskins Park. ***(Neighborhood Organizations and Park and Recreation)***
3. Provide additional recreational space and facilities in the area. ***(Neighborhood Organizations and Park and Recreation)***
4. Encourage the continued joint use of churches, Tuckaseegee Recreation Center, Thomasboro Elementary School, and other area facilities to provide programming and activities for all ages. ***[Neighborhood Organizations, Churches, Charlotte-Mecklenburg Schools (CMS), and Park and Recreation]***
5. Develop ways to provide transportation to recreational facilities, events, and programs. ***(Neighborhood Organizations, CATS, CDOT, and Park and Recreation)***
6. Increase the awareness of existing recreational, educational, and social activities/programs and seek out opportunities to develop additional services in the community. ***(Neighborhood Organizations, Child Care Resources, Neighborhood Development, and Department of Social Services)***

COMMUNITY ORGANIZING

Maintain and strengthen neighborhood organizations.

Implementation Strategies:

1. Keep residents and leaders informed by distributing fliers and e-mailing information on community events and meetings. ***(Neighborhood Organizations and Neighborhood Development)***
2. Continue partnership with the Community of Shalom. ***(Neighborhood Organizations)***
3. Organize a unified community group that meets regularly to share information and develop strategies to address common issues. ***(Neighborhood Organizations and Neighborhood Development)***