

# Ridgeview Redevelopment Plan

## August 1999

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# Ridgeview Redevelopment Plan

## INTRODUCTION

The focus of this redevelopment plan is the Ridgeview Neighborhood, a neighborhood that organized itself before the city developed a neighborhood program in the early 1990's. The community established a proactive organization on its own in order to put its neighborhood into its own hands.

Ridgeview historically and continues to be a predominantly black neighborhood. Since its beginning, the Ridgeview Community has been a strong neighborhood that focuses its existence around family, church and its rich heritage. One hundred years ago the community was known for pulling together to make things happen and this legacy holds true today.

Located in parts of the southeast and southwest quadrants of the city, the Ridgeview Neighborhood is a section of single-family residences, duplexes, multi-family housing, a library, recreation centers, public housing, churches and businesses. The neighborhood is bounded by four heavily traveled roads: N.C. Highway 127 on the east, U.S. Highway 64-70 on the south, and 4<sup>th</sup> Street, SW, on the west and 2<sup>nd</sup> Avenue, SE, on the north. To the northwest of the Ridgeview Neighborhood sits Downtown Hickory, which is the Central Business District.

The Ridgeview Neighborhood has experienced a tremendous social and physical change over the past 30 years. This change is evident in the demographics, types of development, overall appearance and attitude toward the neighborhood. "Ridgeview used to be a nice neighborhood," is the sentiment one often hears when speaking to those who grew up in Ridgeview and have since moved away.

The Ridgeview Community has managed to maintain a balance, and many residents consider the neighborhood a good place to live and raise a family. These same residents feel there are improvements that need to be made. Dedicated neighbors want to plan for ways to enhance the reputation of the neighborhood not just through problem solving, but also through promotion of the many assets of the area.

In examining the data collected during the last nine years, it becomes apparent that a significant degree of change has occurred within the Ridgeview Neighborhood. This change is reflected in general land use, housing conditions, types of residential dwellings occupied and in trends in homeownership.

While there is no historical data regarding homeownership, the current estimate of 24 percent of single-family homes in Ridgeview are owner-owned. The remaining 76 percent of residential properties are owned by investors and occupied by renters, which has become a major cause for concern in the community. The affordability of multi-family units and duplexes, combined with the availability of single-family homes purchased as investment properties, makes for a less stable, more transient neighborhood.

Residents of Ridgeview still continue to notice poorly maintained properties. Forty-seven residential homes are in need of repair, which equals about eight percent of the residential properties in the Ridgeview Community are in need of repair. This is a major decrease from 1979, when the City of Hickory Planning Department estimated that about 36 percent of all residential places were considered to be substandard.

The 47 dwellings identified as needing minor repairs or major maintenance are mainly investment properties. Out of the 47 identified structures in need of repair, 41 of them are investment properties owned by landlords. It is well known that the appearance of adjacent properties and level of homeownership has had an impact on the value assessed to one's property.

There has been a decrease in commercial occupancy within the Ridgeview Neighborhood during the past 30 years, and the neighborhood continues to be predominately residential. The neighborhood also contains a number of vacant lots where new, affordable housing could be constructed.

Ridgeview by no means can be considered a blighted area. However, if current trends toward fewer owner-occupied homes, more rental properties and number of structures in need of repair, the desirability of living in this unique neighborhood will decline, as will property values.

For almost a decade, the community has been working on improving its community and because of the resident's efforts, the Ridgeview Community is making strides in the right direction.

### **The Purpose of the Redevelopment Plan**

The Ridgeview Redevelopment Plan is a working document that addresses the concerns of neighborhood residents and property owners in an attempt to preserve the livability and long-term viability of Hickory's first organized neighborhood. The foundation of this redevelopment plan is based on active citizen. With the input of residents, this redevelopment plan is more effective in meeting the particular needs of this community, and stands a better chance of being implemented.

This redevelopment plan provides an analysis of a wide-range of factors that collectively foster Ridgeview's physical, social and economic environment, while affecting its capacity to continue to function as an integral and unique part of Hickory's neighborhood composition.

The Ridgeview Redevelopment Plan provides the most detailed guidance of any City of Hickory planning document on the issues of planning and development of the area. When guidance is needed on an issue for this neighborhood, it is important to refer to the Ridgeview Redevelopment Plan, Hickory's Land Development Plan, and all other pertinent adopted city plans to review and weigh all public interests in arriving at well thought out and viable decisions.

### **Organization of the Redevelopment Plan**

The Ridgeview Redevelopment Plan is organized into four sections.

This is part of Section 1 and Section 1 is an overview of the community. This overview is broken down in these sections: The Redevelopment Process, Neighborhood Character, Existing Conditions, the Redevelopment Plan and Implementing the Redevelopment Plan.

Section 2 includes three maps detailing the Ridgeview community's zoning, land use and rental status and structural changes. Included in this section is the analysis of each map.

Section 3 includes the report from a meeting held in 1992 which reviewed suggestions and activities and action recommendations to improve the Ridgeview Community. Section 3 also includes the report from a two-day workshop held in 1995. After the workshop, these reports began known as the Ridgeview Strategies.

Section 4 is a document that resulted from the Ridgeview Strategies. An appointed committee, known as the Ridgeview Task Force, used information from the strategies and compiled a list of concerns, who was responsible for them and what implementations have taken place. The Ridgeview Task Force recommendations were last updated in May 1999 and listed in this section.

### **Issues and Concerns**

Shortly after the inception of Concerned Citizens of Ridgeview in 1990, these objectives were set.

#### ***Objectives of the Concerned Citizens of Ridgeview***

The following is a list of some of our objectives and goals. We invite citizens of the Ridgeview and black community to come and help us in our efforts.

We are concerned with the decline of our community, and some of our youth; and are deeply committed to rebuilding both of them.

We recognize serious social and economic problems; and we resolve to seek and implement solutions to correct them.

We desire to instill or reinstall community pride and involvement; and to reunite all aspects of the community and culture, past and present, young and old.

We resolve to take an active approach to these problems and not just be thinkers; but to be and remain actively engaged in the solving of them.

Working with neighbors, local government, and other neighborhoods to identify, prioritize, and develop viable solutions for areas of concern. These objectives reflect the proactive and cooperative approach to community improvement that the citizens have adopted.

Concerned Citizens of Ridgeview have developed and prioritized their concerns on numerous occasions within the past eight years. Active members of the community want to work together with the city to develop positive approaches to resolve the below stated issues. By participating in the long-range planning process, neighbors wanted to greatly benefit not only their neighborhood, but the entire city.

Within the last eight years, these issues have been identified by the Ridgeview Community.

**Elimination of drug and prostitution houses.** For the safety of our children and neighborhood we must develop methods to eliminate and prevent drug and prostitution houses. The extent of this problem is limited now, but it is highly visible, damages the reputation of our community and city, and can only be eradicated through the combined efforts of the neighborhood, law enforcement, city officials and other agencies. We must have a good plan to solve this problem and prevent its reoccurrence.

**Improving neighborhood traffic problems.** Like many neighborhoods, Ridgeview is experiencing problems with speeding, cut through traffic, and stop sign violations. In addition, non-city residents are driving through the Ridgeview neighborhoods to purchase drugs, and many of these cars are stopping in the middle of the road and blocking traffic.

**Increasing levels of homeownership.** Only 24 percent of Ridgeview residents live in owner-occupied homes. Ridgeview is rich in home ownership opportunities, and our community and the city would benefit greatly if we can develop plans and programs that lead to the recycling of older residences for owner occupancy rather than continued conversion to rental units maintained by absentee landlords.

**Improving the level of code enforcement.** Ridgeview is a beautiful neighborhood full of rich history, but we are seeing property neglect, substandard housing, trash left on vacant lots and deposited in streams and gullies, littering on the streets, junk vehicles, absentee landlords who won't maintain their properties, unsafe vacant houses, autos being repaired in yards or on the streets and unsightly non-conforming businesses. We feel that we need to develop plans for comprehensive code enforcement and perhaps special zoning or appearance codes to restore neighborhood appearances and attract new homeowners.

**Improving neighborhood youth activities.** Ridgeview has many school aged children. To enhance their chances of success, we feel that we need to work with the City's Parks & Recreation Department, the FACED Center, the Boy and Girl Scouts, the area churches, Salvation Army and other interested organizations to establish a strong program of activities for our young people.

**Enhancing Ridgeview's reputation.** Ridgeview is and has been a good place to live and raise a family. We want to plan for ways to enhance that reputation not just through problem solving, but also through promotion of strong youth programs and activities, improving home ownership and publicizing our community spirit and revitalization successes.

### **Neighborhood Assets**

Ridgeview has many strengths and assets that will contribute to success in developing and implementing a long-range redevelopment plan. The Concerned Citizens of Ridgeview submitted the following summary of assets as part of their application for a redevelopment plan.

**The Ridgeview Community Organized.** Ridgeview was the first neighborhood in Hickory to establish and organization to correct its problems. In early 1990, citizens of Ridgeview joined together to talk about how it could improve its community and addressed issues like housing, economic development, leadership development, church involvement, parental involvement, policing, landscaping, street improvements and community relations efforts. These meetings resulted into a community grass roots organization called Concerned Citizens of Ridgeview. The community felt that it had been neglected by the city for more than 20 years and the organization formed to put their neighborhood "back in their own hands."

**Ridgeview has regular meetings that are well attended.** Concerned Citizens of Ridgeview meets on the fourth Monday of each month at 5:30 p.m. at the Ridgeview Branch Library. There are many organizations within the community, and Concerned Citizens of Ridgeview strives to include everyone in its meetings, not just a few homeowners and organizations.

**Neighbors know each other.** Because of our meetings and our emphasis on getting to know each other, people in our neighborhood are more familiar with their neighbors and our needs than in many other areas. This knowledge fosters interest in what is going on in the neighborhood, which will contribute to planning success.

**Excellent rapport with community police.** The neighborhood has an active Community Watch program which includes a discussion and presentation with the David PACT officers meetings held the second Tuesday of every month at 5:30 p.m. at the FACED Center. A Community Watch update will be given at the Concerned Citizens of Ridgeview meetings beginning in August 1999. Ridgeview residents consider our PACT officers to be part of our neighborhood and feel that they give us another resource to achieve neighborhood improvement success.

**A record of successful community activities.** The Ridgeview community's successful record is proven by high participation in the annual Miss Ridgeview Pageant, annual Gospel Fest, Martin Luther King, Jr. annual activities and march, summer camps, community feasts, community meetings and weekly story times at the library.

**Support from other organizations.** The Ridgeview community has established a good relationship with area churches, fellow organizations, all the City of Hickory departments, especially with the City Manager's Office, Parks and Recreation Department, Library and the Hickory Police Department. We have the experience to build on these relationships and establish relationships with other community organizations, institutions and agencies.

## **THE REDEVELOPMENT PROCESS**

### **Steps in the Planning Process**

Since the Concerned Citizens of Ridgeview's inception in 1990, the community has undertaken many studies in which to better their community. After the grass roots effort began in Ridgeview, a spur of activity arose and studies were orchestrated by the community and the city. In 1992, efforts from the Concerned Citizens of Ridgeview were reviewed and suggestions and activities and action recommendations to improve the Ridgeview Community were in place. After this document, a planning firm from Wilmington held a two-day workshop held in 1995. After the workshop, these reports began known as the Ridgeview Strategies. As a result from the Ridgeview Strategies an appointed committee, known as the Ridgeview Task Force, used information from the strategies and compiled a list of concerns, who was responsible for them and what implementations have taken place. The Ridgeview Task Force recommendations were last updated in May 1999.

### ***Data Collection***

As part of the planning process, a neighborhood profile was created based on demographics, public safety statistics, infrastructure inventory, and housing data collected by the City of Hickory Office of Neighborhoods. Data sources for this information included the 1967 Analysis of Hickory's Neighborhoods, Catawba County Real Property Master Index Listings (March 1999), Glenn Harbeck Associates, and information provided by city departments and other resource people.

The Ridgeview community has evaluated all the data presented throughout this decade-long process, assessed the implications for their neighborhood and set forth a set of strategies designed to involve, educate, motivate and most importantly, improve the neighborhood.

### **Citizen Participation**

The Ridgeview Redevelopment Plan represents a consensus of the residents and business owners and others who have participated in preparing the redevelopment plan over the past 10 years.

Such an intensive undertaking would not have been possible without the dedication and determination of a group of community members who have a desire to restore and enhance the quality of life in Ridgeview. For a decade, members of the community have been discussing strategies and task force recommendations to include in the redevelopment plan. After numerous studies and improvements, it was time to review a draft of the redevelopment plan. About 75 drafts were distributed throughout the community in May 1999, and several people commented and made suggestions on this final redevelopment plan.

Since these people live in or have a vested interest in the neighborhood, they are the most knowledgeable of their needs. They also will play a critical role in monitoring the progress of and implementation of the plan.

One of the key tenets of this type of neighborhood-driven, citizen participation based planning process is the involvement of resource people. Individuals who based on their professional expertise and talents contributed to the knowledge and informational needs of the community to produce this plan.

## **NEIGHBORHOOD CHARACTER**

### **Historical Development**

The history and existing character of Ridgeview can illuminate strengths and weakness of the area. As Hickory's first black neighborhood, the neighborhood has a long history.

In the late 1890's, like most southern cities, there was an area south of the railroad tracks that became a place where all African-Americans lived, went to school and church, and shopped. In Hickory, this area became known as Ridgeview.

Ridgeview got its name because of its perfect view to the mountains. Ridgeview natives said that long ago, two people said, "We sure have a good view of the Blue Ridge Mountains," and the other person replied, "You can sure see the ridge from this view." Natives say this is where Ridgeview derived from.

Old timers remember Ridgeview as a place where big bands would come to play their music at neighborhood clubs, restaurants lined South Center Street area, people went to Herd's Beauty Shop, Clemmons Barber Shop or Bennett's Barber Shop. Old timers remember Word's Funeral Home, which became Allen Mitchell Funeral Home in 1968.

Churches have always been the center of the Ridgeview Community. More than 10 churches are centered in Ridgeview today and two of the earliest churches are still active in the community. St. Paul's AME Zion Church and Morning Star Baptist Church have records that date back before 1900.

The old Ridgeview High School had one of the best football and basketball teams in the state in the early 1940s to it closed in the 1960s. Many pro athletes attended Ridgeview High School and they still have a vested interest in the Ridgeview Community

One of the numerous notable accomplishments in Ridgeview's history occurred in the 1950s when citizens raised about \$4,200 to build a recreation center for the community. Before that time, citizens raised money to build their own library as well.

Ridgeview today is the results of physical and social forces affecting the area. A better understanding of existing opportunities and challenges can be gained by examining the neighborhood's history and current conditions. The ongoing studies stemmed from the community developed these strategies and recommendations to enhance opportunities and address issues of concern.

### **Land and Housing Historical Data**

According to the 1967 study entitled "An Analysis of Hickory's Neighborhoods," prepared for the Hickory Planning Commission by Eric Hill Associates, Inc., of Winston-Salem, all of Study Area 12 encompassed the current boundaries of Ridgeview.

In 1967, the neighborhood consisted of approximately 239 acres, containing 636 structures, the largest of any number in the study group. According to this study, approximately 47 percent of all structures in this neighborhood were dilapidated.

The study states, "The residential structures are small and very close together, many are of the shotgun variety and their original construction was completely inadequate. The fact that this neighborhood is substandard is more clearly revealed when it is pointed out that while only 13 percent of the total city population lives here, over 30 percent of all the substandard housing in Hickory is concentrated in this area."



The study continued to state that overcrowding conditions in houses were evident. Also, most of the streets in Ridgeview were not paved and many streets were steep, narrow and dangerous.

The consultants said, "It is quite obvious that this area is in need of immediate attention. The City of Hickory cannot afford to wait any longer to take steps to eliminate the slum conditions in this area."

The study continues to say that the city, which realized the seriousness of this problem, launched a general neighborhood renewal plan.

The city did this project, and things have gotten a lot better in the Ridgeview Community. In 1999, eight percent of homes in Ridgeview are considered substandard, compared to 43 percent in 1967 and 35 percent in 1979.

## EXISTING CONDITIONS

### Transportation Influences

#### Streets

In 1967, just a handful of streets were paved in Ridgeview. In 1999, 99 percent of all the streets in Ridgeview are paved and maintained.

Since the early 1990s, sidewalks have been constructed through the community as well as curb and gutter. In 1999, new pedestrian signals are being installed off N.C. 127 South and 2<sup>nd</sup> Avenue, SE.

Lenoir-Rhyne Boulevard, Tate Boulevard and N.C. 127 are heavily traveled roads that border the Ridgeview Community. The average vehicles per day as recorded in 1994, and the projected traffic volume for 2010 is shown in table below. While not technically a part of the neighborhood, Tate Boulevard is included in the analysis because it impacts Ridgeview as it is a major employment growth area. The intersection of Tate and Lenoir-Rhyne Boulevard is considered one of the most under-developed major intersections in the city, which is surprising given its high traffic levels and available land.

Average vehicles per day on major streets impacting Ridgeview

	1994	Projected 2010
Lenoir-Rhyne Boulevard	23,600	23,900
N.C. Highway 127	13,000	17,100
Tate Boulevard	17,600	17,800

#### Public Transit Service

The regional public transit authority, Piedmont Wagon, began service in 1987 and has been a positive program in Ridgeview. There are 21 Piedmont Wagon bus stops in the Ridgeview Community. The bus stops stop at each stop once every hour, Monday through Friday, 6:00 a.m., to 6:00 p.m., and Saturday once every hour, 8:00 a.m. to 4:00 p.m. The Ridgeview Community has the largest ridership, with approximately 30 percent of all riders living in the community.

#### Demographic Characteristics - Number of Youth

According to the Hickory Public Schools June of 1999 records, 26 percent of its 4,256 students are African-American. Almost  $\frac{3}{4}$  of those students live in the Ridgeview Community.

Listed below are two tables, the first is data from 1999, and the second one is from 1997.

<i>1999 Hickory Public School Students Demographic Data</i>					
White	Black	Asian	Hispanic	Multi-Racial	Total
58 %	26%	9%	5%	2%	100%

*1997 Hickory Public School Students Demographic Data*

White	Black	Asian	Hispanic	Multi-Racial	Total
64.7%	25.5%	6.4%	2.9%	0.5%	100%

**Land Use Characteristics and Current Zoning**

Zoning regulations and classifications are adopted to implement the City’s long range development plan. In essence, the zoning is an indication of how the city thinks development will evolve over time. Ridgeview Community’s current zoning was put into place after adoption of the 1986 Land Development Plan.

The majority of the neighborhood is residentially zoned **R-6**, which allows a variety of moderate to high intensity residential uses including manufactured homes, single-family, two-family and multiple family dwelling types under conventional or planned development controls. The minimum lot size is 6,000 square feet, which is small in comparison to other residential areas.

Located in the neighborhood are Sunny Valley, Blue Ridge Heights and Hillside Gardens – three high-density, multi-family housing planned developments zoned **PD-H-R-5**. Planned development categories are usually tracts of two acres or larger which are not subdivided and which front major streets. Planned developments are subject to special review by City Council and are applied for by request of the property owner.

Office and Institutional, **O & I - 1**, serves as a transition zone between residential and business or industrial districts. Moderate to high-density residential and office and institutional uses are allowed in this district. Retail, heavy commercial or industrial uses are not allowed. The O & I - 1 zone currently takes in properties along Fourth Street SW, Third Street Drive SW, and three properties that front Second Avenue SE near NC 127 South.

The block from Fourth Street, west to Second Street SE along Second Avenue SW/SE is zoned **C-2**. South Center Street and First Street SW south to Fourth Avenue SW is included in this zone. This zone is considered Central Business District (CBD) fringe and allows for a mix of retail, service, transportation storage and related activities necessary to support the CBD.

Three commercial properties located at South Center Street and Eleventh Avenue SW are zoned **C-3**. The zoning category allows the sale of convenience goods and a limited number of personal services to the residents of the surrounding area. These districts are normally located at intervals along major and minor thoroughfares and allow for the development of retail and service uses on either free-standing parcels or in small commercial centers.

The area fronting Highway 70 SW near Fourth Street and Fourth Street Drive SW up to Third Street Drive SW is zoned commercial, **C-4**. This district is for highway business development which includes restaurants, retail, hotels, and other service oriented businesses.

A number of parcels between South Center Street and First Street SW, Tenth Avenue SW and Eleventh Avenue SW are zoned **ED** – Economic Development. The purpose of this district is to provide regulations for the development of light manufacturing, processing and assembly uses, warehousing, distribution and servicing enterprises and office activities controlled by performance standards to limit the effect of such uses on uses within the district and on adjacent districts.

Two Planned Developments exist in the community. The Hickory Auto Mall property along Highway 70 SW is zoned **PD-SC (R)** which means planned development – regional shopping center and is designed to serve a regional shopping function. The second planned development is located at 976 South Center Street and is currently the IGA grocery/convenience store. It is zoned **PD-SC (N)** which is designed to serve the immediate neighborhood.

Future transportation plans call for connecting Fourth Street SW to the new US 321 interchange through Brookford, which will bring more traffic to the area. The homes on Fourth Street SW are likely to convert to commercial uses over time because of the increase in traffic.

Changing zoning requires a change in the ordinance, and can be a complicated process. To re-zone an area, seventy percent of the property owners have to agree and sign a petition that is presented to the Regional Planning Commission before it goes to the City Council for their consideration. Rezoning requests can take two to three months if there is no opposition. It is up to the neighbors to gather the necessary signatures since the property owners typically initiate rezoning requests.

## **Public Infrastructure and Facilities**

In the beginning of the planning process, the location of the existing sidewalks and streetlights were mapped. In addition, the recreation facilities were examined and updated.

### ***Sidewalks***

The Ridgeview Community has more sidewalks within its neighborhood than any other neighborhood in the city. In the early 1990's, Ward 4 Councilwoman Z. Ann Hoyle made a push to increase the number of sidewalks in the Ridgeview community.

### ***Street Lighting***

In 1994, 86 streetlights were added in the Ridgeview Community, after doing a comprehensive study on where streetlights were needed. Here is a breakdown on where the streetlights were placed:

South Center Street  
First Avenue, SW  
8<sup>th</sup> Avenue Drive, SW

These streetlights are not just residential streetlights, they are highway fixture streetlights. Ridgeview is the only community in the City of Hickory that has highway fixture streetlights. A highway fixture streetlight is three times as powerful as a residential streetlight.

In 1998, new streetlights were placed on 8<sup>th</sup> Avenue Circle, SE, 8<sup>th</sup> Street Drive, SW, South Center Street, and in the 200 block of 1<sup>st</sup> Street, SE. If there is a need for a streetlight, residents can call the City of Hickory Public Services department at 323-7500.

### ***Recreation***

There are five recreation facilities in the Ridgeview Community. They are Ridgeview Recreation Center, Ridgeview Ball Field, Brown-Penn Center, Brown-Penn Senior Citizen Center and Taft Broome Park.

The Parks & Recreation Department in recent years, has gravitated toward the nation-wide trend of more district serving parks, where recreational activities of a particular type are concentrated in one park instead of dispersed throughout the city.

At the monthly Concerned Citizens of Ridgeview meeting, the Parks & Recreation Department informs the community about its recreation activities and achievements as well as encourages the community to get involved in the recreation department.

## **Housing Conditions**

Housing conditions have greatly improved in Ridgeview since 1967.

In 1967, about 43 percent of the total residential dwelling units were identified as substandard. In 1979, approximately 35 percent of the total residential dwelling units were identified as substandard. In 1999, eight percent of the total residential dwelling units were identified as substandard. This indicates that during the past 20 years, things have gotten better.

Code enforcement officials must walk a fine line between causing a property owner to correct deficiencies, and requiring corrections so costly as to effectively take the building out of service completely.

It may be necessary for the neighborhood working with a non-profit organization to participate in the acquisition of properties for resale to others more willing to invest in the property to stem the current rate of decline.

Ridgeview faces an urgent need to develop plans for comprehensive code enforcement before more of the deteriorating structures slip into further disrepair. Many non-profits are currently meeting in order to address these issues.

**Ridgeview Community Rental Status and Structural Conditions**

Single Family - Owner Occupied	158						
Single Family - Rental	138	=	<b>296</b>	<b>Single Family Homes</b>			
Duplex	32	=	64	Dwelling units			
Triplex	10	=	30	Dwelling units			
Apartments	19	=	273	Dwelling units			
			<b>367</b>	<b>Multi-Family Units</b>			
Single Wide Mobile Home - Owner Occupied	7						
Single Wide Mobile Home - Rental	24	=	<b>31</b>	<b>Single Wide Mobile Homes</b>			
			50%	Single Family Homes Rental			
	City-wide	=	48%	Single Family Homes Rental			
			529	Total Rental Units			
			694	Total Dwelling units			
			<b>76%</b>	<b>All Residential Properties Rental</b>			
				<i>Source: Catawba County Tax Records</i>			
				<i>Note: Tax listings might not reflect</i>			
				<i>change in ownership if it has occurred</i>			
				<i>in the past eight months.</i>			
<b><u>Structural Conditions</u></b>							
Single Family - Owner Occupied	6						

Single Family - Rental	17						
Single-wide Mobile Home - Rental	1						
Duplex	8						
Triplex	1						
Multi-family complexes	5						
Commercial	1						
Vacant	8						
<b>Structures in need of repair or vacant</b>	<b>47</b>						
				<b>8%</b>	<b>All properties in need of repair</b>		
					<b>or vacant</b>		
					<i>Source: Field Survey March 1999</i>		

## Public Safety

The City of Hickory is divided into five sections for police resource allocation purposes. Each section is known as a PACT, which stands for Police And Community Together. PACT's are the embodiment of Hickory's commitment to community policing.

Ridgeview Neighborhood is known as the David PACT.

According to the PACT Commander, conditions in the Ridgeview Community continue to improve.

Residents of the neighborhood identified drug activity and prostitution as the number one problem and concern in the neighborhood.

Illegal activity of any kind damages the reputation of the community and city. The neighborhood recognizes that it can only be eradicated through the combined efforts of the neighborhood, law enforcement, city officials and open dialogue with property owners.

In 1996 there were 13,003 calls for service. In 1997, there were 15,486 calls for service and in 1998, there were 15,080 calls for service in the David PACT.

## **THE REDEVELOPMENT PLAN**

The Ridgeview Plan is the result of a planning process that proactively involved the residents and other interested individuals who worked together to identify their priorities and devise action steps which meet the current and future needs of this neighborhood.

The set of strategies, action steps and recommendations in this plan were developed to preserve or improve the Ridgeview Neighborhood. While the plan does not attempt to address all the issues and concerns in the neighborhood, the plan does provide the frame work to begin the process of making living in Ridgeview more desirable by: addressing concerns of public safety; managing traffic; promoting homeownership and housing rehabilitation; strengthening code enforcement efforts; proposing zoning changes and adoption of innovative land development policies; creating opportunities for the Ridgeview youth, and building the neighborhood's organizational capacity to sustain the neighborhood's cooperative spirit and make progress toward their implementation goals.

The recommendations are the result of thoughtful consideration of information provided to the Planning Committee by the various resource people during the planning meetings. Thorough analysis of the data presented and examination of feasible options aided in the group's justification for making the recommendations.

### ***Recommendations***

#### **Community Safety**

To continue to reduce crime in the neighborhood to the extent that there is little or no evidence of drug trafficking, street dealing, loitering, prostitution, vandalism or other types of crime being committed in Ridgeview is the top priority for this neighborhood.

Neighbors continue to voice their concern for safety, security and peace in Ridgeview. So long as people feel insecure in their homes, businesses or on the street, their willingness to reinvest in the area is limited.

#### **Crime Prevention**

Persistent community action and continued involvement from Community Watch is necessary to restore a sense of safety and well-being in Ridgeview

Continue to encourage neighbors to report incidents of illegal activity in the neighborhood to the PACT Commander and Hickory Police.

Justification: PACT officers rely on neighbors to report suspicious activity

Cost: None

Time table: On-going

Responsible party: Neighborhood

Hold a refresher course and invigorate Community Watch and Concerned Citizens of Ridgeview

Justification: Need more active participants for this program to be successful.

Cost: None

Time table: Once a year

Responsible parties: Neighborhood, Hickory Police Department

Neighborhood to promote the crime prevention programs sponsored by Hickory Police by dedicating at least two Neighborhood Association meetings a year to this topic.

Justification: Crime prevention programs are more successful if residents are informed and actively participation in the program

Cost: None

Time table: On-going

Responsible party: Neighborhood

### **Bicycle Patrol**

The Planning Committee learned that David PACT may expand the number of officers assigned to that area, and that there is interest within the PACT to initiate the use of a bicycle patrol. The group wholeheartedly supports this idea, and all of Hickory Police Department's Community Policing efforts.

Request Hickory Police Department explores expanding the bicycle patrol program to include David PACT specifically for the Ridgeview Community.

Justification: Visibility of officers is a known crime deterrent, and supports the Police Departments' commitment to Community Policing concept

Cost: Dependent on number of bicycles and necessary equipment to purchase - Estimate \$1,000 per officer outfitted.

Time table: On-going

Responsible party: HPD

### **Noise Ordinance Enforcement**

Loud music from vehicles cruising through the neighborhood is disruptive and frustrating to residents. In response to complaints concerning "boom boxes," and loud music from vehicles, Hickory Police developed and is using a specific civil citation form to address violations of the noise ordinance. The civil citation carries a fine of \$50, which must be paid within 72 hours. If this penalty is not paid, the City may proceed in civil court, and the fine continues at \$50 per day. All police officers can issue the citation without prior warning or supervisory approval, and an incident report is not necessary. An officer may determine a violation has occurred without a citizen complaint.

The Ridgeview Community understands that often times when they call in a complaint, the offender is gone before an officer arrives at the scene. The Committee maintains that most of the offenders are people not from the neighborhood, and are usually the same people. The PACT Commander encouraged the neighbors to record the license tags, time and date each time someone drives through the neighborhood blasting their stereo, so that an officer can be made aware of the frequency of the problem.

The neighbors believe that people with a propensity to cruise Ridgeview blasting their stereos will continue to do so unless they are issued a citation or two.

Encourage officers to be more diligent about issuing civil citations for violations of the noise ordinance.

Justification: Loud music emanating from vehicles disrupts the peace and quiet of the neighborhood - And is against the law

Cost: None



Time table: On-going

Responsible parties: Neighborhood, Hickory Police Department

### **Traffic and Transportation Infrastructure**

Improving neighborhood traffic problems is the second highest priority for Ridgeview. Like many neighborhoods, Ridgeview is experiencing problems with speeding, cut through traffic and stop sign violations.

#### **Enforcement of Speed Limits**

The Ridgeview Community is concerned with speeding vehicles throughout the neighborhood and lack of enforcement of the speed limits.

Encourage more active enforcement of existing speed limits in the neighborhood.

Justification: Safety for pedestrians and vehicles traveling at or below the posted speed limit

Cost: None

Time table: On-going

Responsible party: Hickory Police Department

The Ridgeview Community is interested in exploring innovative ways to get drivers to slow down when they travel through the neighborhood. A \$260,000 grant to the Hickory Police Department from the Governor's Highway Safety Program purchased a radar trailer. The radar trailer provides immediate feedback to drivers who may be exceeding the speed limit thus prompting the driver to slow down.

The Ridgeview Community would be interested in taking part in any public information efforts the Traffic Safety Unit sponsors.

Endorse a partnership between Hickory Police Department's Traffic Safety Unit and the Ridgeview Community to promote traffic safety and public education efforts. The community requests that the radar trailer, if acquired with grant funds, be periodically stationed in high traffic areas throughout the neighborhood.

Justification: Raising awareness of traffic safety through public education and use of the radar trailer will compel drivers to reduce their vehicle speed, thus creating a safer environment.

Cost: Covered under the grant.

Time table: On-going

Responsible parties: Neighborhood, Hickory Police Department's Traffic Safety Unit

**Depending on the results of the traffic classification study, examine the feasibility of acquiring property and making improvements to the intersection to facilitate easier turning movement for heavy trucks.**

Justification: Alternative route for heavy truck traffic

Cost: Right-of-way acquisition, construction, signs and markings

Time table: Dependent on results of traffic classification study

Responsible parties: Traffic Department, Street Department, NCDOT

### **Enforcement of No Parking Zones**

The community has discussed the issue of on-street parking and the lack of enforcement of no parking zones in depth. The presence of on-street parking does discourage speeding through the neighborhood. However, the residents have experienced reoccurring problems with vehicles parked in no parking zones, and are concerned that emergency or city service vehicles might be obstructed.

Encourage increased enforcement of Chapter 18 of the Hickory City Code of Ordinances, Section 117 -Parking in a no parking zone or safety zone by issuing citations to offenders.

Justification: Roadways and sight distances obstructed by vehicles illegally parked can create a dangerous situation for drivers, pedestrians and emergency vehicles trying to maneuver through the neighborhood

Cost: None

Timetable: On-going

Responsible parties: Neighborhood, Hickory Police Department

### **Housing**

Providing Community. Less than one-fourth the residents of Ridgeview own their homes. This reality gives the neighbors great cause for concern. The community is rich in homeownership opportunities.

It is widely known that homeownership is strongly associated with neighborhood stability and long-term maintenance of property values. The neighborhood wants to encourage new single-family housing and preserve the existing housing stock through rehabilitation of occupied houses.

The Community Development division administers a First Time Homebuyers program for residents and non-residents or those with limited residency in Hickory. Funded by a combination of federal funds and recycled program income, zero-interest loans are provided to assist with down payments, loan application fees, discount points, and closing costs. Loans are re-paid upon sale, refinance or pay-off of the first mortgage.

The Community Development division also administers two loan programs designed to promote rehabilitation of older residences. Both owner occupied and rental properties are eligible, if other criteria are met.

All programs are guided by income and family size. Income and family size criteria could be exceeded in the Housing Rehabilitation Loan program if the house was designated a historic property, and if the repairs are directed to preservation of the structure as opposed to upgrading. Under the Rental Rehabilitation program, the City matches dollar for dollar what the owner contributes, and loan limits are based on the number of bedrooms.

The Community Development division assisted 21 families in 1996-97 and 25 families will receive assistance in 1997-1998. Quality, affordable, owner occupied housing is a strongly desired goal for the Ridgeview community.

### **Homeownership**

In Ridgeview, 76 percent of the residential units are rental. The dramatic decrease in homeownership could be attributed to either conversion of owner occupied, single-family homes to investment properties, or addition of rental units through the conversion of existing structures to apartments.

The City of Hickory reaffirmed its commitment to reaching a higher level of homeownership by adopting HUD's National Homeownership Partnership Resolution in June 1996. This National Homeownership Strategy recognizes that only through the joint and cooperative efforts of the public and private sectors at the national, state and local levels can homeownership be increased.

The goal of the partnership is to achieve a local homeownership rate of up to 67.5 percent by the end of the century. As part of the initiative, the resolution states that the City of Hickory will make concerted efforts to assist all households including moderate- and low-income families, racial and ethnic minorities, families with children, young adults, and other underserved populations.

### **Acquisition-Rehabilitation-Purchase Process**

The City of Hickory has shown it is willing to invest in Ridgeview. As a pilot project, the City could recycle the proceeds when the property is sold into other single-family houses under a similar acquisition-rehabilitation-purchase process.

The Community Development division has identified other properties in the Ridgeview Neighborhood that could potentially be rehabilitated and put on the market for a homebuyer. The project's initial goal would be to acquire two, owner occupied, single-family homes that are for sale a year in order to preserve the owner occupied status, or acquire two, single-family homes that are currently rental units, and convert them to owner occupied units. If the pilot project is successful, the program would be expanded city-wide.

Establish an acquisition-rehabilitation-purchase venture by reinvesting funds generated by sale of foreclosed properties into other eligible properties in need of rehabilitation that are either for sale or presently vacant rental units available for purchase.

Justification: Promotes homeownership and addresses the need to improve housing conditions

Cost: Recycle proceeds from sale of property

Timetable: Within two years

Responsible party: Community Development

### **Police Officer Home Purchase Incentive Program**

The Planning Committee learned of a program that could provide low-interest loans to police officers to encourage officers to move into Ridgeview. Such programs have been successful in other cities, most notably Columbia, South Carolina, and one has just been instituted in Charlotte, North Carolina.

Charlotte's program offers interest-free loans of \$10,000 to \$15,000 toward the purchase of homes by police officers in specific neighborhoods. To qualify, officers must agree to live in the home at least three years. If the officer leaves before that time, the loan becomes repayable in full. Charlotte's program is paid for with \$250,000 in city innovative housing funds.

The City of Hickory Community Development division reserved a lot in the new Hickory Hollow affordable housing subdivision for a Hickory police officer, so the city knows having police officers in the neighborhood is a big incentive. Furthermore, the institution of such a program for low- to moderate income neighborhoods in Hickory advances the overall mission of the Police Department's community policing program.

### **Program Information Dissemination**

Often times potential homebuyers are unaware of the programs available to them and the intricate process of purchasing a home. Three strategies could be developed to provide information and stimulate the interest of tenants in Ridgeview in becoming homeowners. First, a seminar on homeownership co-sponsored by the Neighborhood Association, the City and lending institutions could be held in a two session workshop format where bank loan officers,

the Community Development division and others provide information about becoming a homeowner. Special efforts would be made to publicize the seminar and invite tenants from the neighborhood.

Second, continued support and dissemination of information regarding the City's existing housing programs funded by CDBG could be advanced if handouts were made available at Neighborhood Association meetings and events.

Third, a concerted notification effort could be made to make rental property owners aware of the City's First Time Homebuyers program so that they in turn could pass the information along to qualified tenants and perhaps initiate the conversion of the rental property to homeownership. Such notification could be in the form of a targeted mailing to approximately 103 property owners of rental single-family homes in Ridgeview.

Support the City's First Time Homebuyers program to promote single-family, owner occupied housing in the neighborhood by co-sponsoring a Homebuyer's Seminar.

Justification: Providing information and encouraging applications could lead to an increase the level of homeownership that would help to stabilize the neighborhood

Cost: \$100

Timetable: Within one year

Responsible party: Neighborhood, Community Development, Lending Institutions

Support the City's First Time Homebuyers, Housing and Rental Rehabilitation programs to promote homeownership and housing rehabilitation in the neighborhood through the distribution of literature at meetings and other events.

Justification: Providing information and encouraging applications could stimulate interest in homeownership and could lead to a decrease in the number of structures in the neighborhood in need of minor or major repairs thus enhancing the overall appearance of Ridgeview Community

Cost: Reproduction of handouts

Timetable: Immediately

Responsible parties: Neighborhood, Community Development

### **Minimum Housing Code Enforcement**

The City of Hickory employs one person whose responsibilities include inspections and enforcement of the minimum housing code and junk vehicle ordinance and completion of all the associated paperwork. After hearing from city staff, the Planning Committee concluded that the most apparent deficiency in the current housing code enforcement process is the lack of staff.

### ***Expedite the Process***

To have dilapidated, boarded up vacant structures in the neighborhood harms the image of Ridgeview and frustrates neighborhood improvement efforts. More staff would help speed up the process, but the Planning Committee feels more can be done to rid the neighborhood of these dangerous eyesores.

Expedite demolition of vacant, dilapidated houses not feasible for rehabilitation when not contested by the property owner.

Justification: Dilapidated structures are a threat to the health of the neighborhood, and hinder the promotion of new in-fill housing

Cost: Undetermined

Time table: Within six months

Responsible parties: Legal, Planning & Development - Building Inspections

The community has discussed ways to make code enforcement more effective and efficient. In 1996, the Hickory City Council set forth a goal to pursue proactive code enforcement focused on areas of frequent neighborhood concern through the establishment of a nuisance clearinghouse.

The community feels that the city should create a nuisance clearinghouse dedicated to handling complaints of dilapidated houses, junk vehicles and overgrown and littered lots. This division could be known as the Neighborhood Improvement division. The purpose of the creation of a new division would be to consolidate the function of nuisance code enforcement and co-locate the necessary personnel.

In the past, the city conducted systematic tax block inspections to maintain the condition of the existing housing stock and to detect minimum housing code violations before structural problems became severe. Contingent on the creation of a Neighborhood Improvement Division and hiring more personnel, the Planning Committee feels that the city should return to a systematic inspection routine.

Recommend that the City return to a systematic and periodic minimum housing inspection routine.

Justification: Operating on a complaint only basis is ineffective in preventing existing housing stock slipping into deterioration

Cost: Undetermined

Timetable: Within two years

Responsible parties: Planning & Development - Building Inspections

### ***Contact Owners of Neglected Properties***

The community discussed the benefits of personal contact with landlords and property management companies regarding problematic and unkempt properties. The Ridgeview Neighborhood is willing to put pressure on property owners and provide information to them in an attempt to get them to maintain their properties.

Develop a dialogue with the owners of neglected properties to encourage housing rehabilitation and to inform owners of the existing programs and funding sources for housing rehabilitation.

Justification: Position allows for open communications of neighborhood desires and property owners positions

Cost: Dependent on method of contact - postage and materials

Timetable: Within six months

Responsible party: Neighborhood

### **Youth Activities**

Ridgeview has many school-aged children. The number of agencies and service providers in the Hickory Metro area are just as numerous. The city's recreation buildings, Hickory City Schools, the FACED Center, the area churches and the city's parks, are just a small number of organizations sponsoring programs geared toward youth enrichment and education.

### ***Information Dissemination***

The community was surprised to learn of the variety of current programs available to young people and the opportunities for parents as volunteer leaders. They realized that if they did not know what programs are available in this community, it was highly probable that the majority of residents in Ridgeview did not know either.

Make information about youth programs and activities available at all neighborhood functions.

Justification: Dissemination of information regarding such programs is necessary so the families in Ridgeview are aware of the opportunities

Cost: Reproduction of materials provided by organizations

Timetable: On-going

Responsible parties: Neighborhood, Service providers

Hold a community meeting dedicated to the topic of youth activities and programs by inviting service providers to speak and demonstrate the benefits of their program not only for youth, but to adult volunteers too.

Justification: Raise awareness of programs for youth

Cost: None

Timetable: Within one year

Responsible parties: Neighborhood, Service providers

### **Sponsor a Family Fun Event**

The Ridgeview Community is a good place to raise a family maintained all the members of the Planning Committee. So, they discussed ways to get families and youth involved in the neighborhood improvement effort.

Sponsor a "Kids Day" at the Brown-Penn Center and invite families to join in a day of games and goodwill. Enlist the support of donors and service providers.

Justification: Build community cohesiveness in celebration of the future - our children

Cost: Receive Donations

Timetable: Within one year

Responsible parties: Neighborhood

## **IMPLEMENTATION OF THE PLAN**

Guidance offered in the Ridgeview Redevelopment Plan should be referred to during relevant decision-making processes about the area. To the extent that this Plan charts a course for Ridgeview's future, the strategies and recommended actions should be followed and carried out by the Neighborhood Association, the City and other agencies as referenced in the Plan. The residents of Ridgeview themselves, regardless of whether they participated in the planning process or not, are viewed as playing a key role in all implementation efforts. This section discusses the mechanisms that may be used toward that end.

### **Plan Adoption**

The Hickory City Council has adopted the Ridgeview Strategies and this amendment to the strategies will become the official detailed guide for managing Ridgeview's future development. It will provide the most detailed guidance of any City document on planning and development issues within this neighborhood. This Plan is generally compatible and supportive of other City adopted plans.

Active citizen input was involved in the Plan's formulation, review and adoption and has resulted in a plan that reflects a community consensus on how Ridgeview should develop and address issues of concern.

### **Plan Implementation**

The true measure of a redevelopment plan's acceptance may best be described in terms of the degree to which it is used and supported during relevant decision-making processes. The residents of Ridgeview, the Hickory City Council, service provider agencies, and the City Administration each have important roles in the implementation processes.

The residents of Ridgeview, particularly the members of the planning processes have a very critical role in participating in and monitoring the use of the redevelopment plan's provisions. The Ridgeview Community confirms its support for the redevelopment plan by including the recommendations in the Concerned Citizens of Ridgeview organization.

The Plan sets forth several strategies which require the active involvement of service providing agencies, including the City. These organizations are important to the implementation of the Ridgeview Redevelopment Plan. The neighbors can participate in support of the programs provided by these organizations, and likewise the programs can be used by the neighbors to address concerns, stabilize unhealthy trends and enhance the quality of life for all Ridgeview residents.

Finally, the City Administration plays an important role by overseeing the implementation responsibilities assigned to the various departments. The specific city departments must commit to implementing the plan by incorporating the recommendations in the Plan into their workplans within the recommended time table. Revising strategies and even seeking more resources at a later date may be necessary to follow through on implementation of the Plan.

## Section 2: Ridgeview Maps and Analysis

### Ridgeview Community Zoning

Zoning regulations and classifications are adopted to implement the City's long range development plan. In essence, the zoning is an indication of how the city thinks development will evolve over time. Ridgeview Community's current zoning was put into place after adoption of the 1986 Land Development Plan.

The majority of the neighborhood is residentially zoned R-6, which allows a variety of moderate to high intensity residential uses including manufactured homes, single-family, two-family and multiple family dwelling types under conventional or planned development controls. The minimum lot size is 6,000 square feet, which is small in comparison to other residential areas.

Located in the neighborhood are Sunny Valley, Blue Ridge Heights and Hillside Gardens - three high-density, multi-family housing planned developments zoned PD-H-R-5. Planned development categories are usually tracts of two acres or larger which are not subdivided and which front major streets. Planned developments are subject to special review by City council and are applied for by request of the property owner.

Office and Institutional, O&I - 1, serves as a transition zone between residential and business or industrial districts. Moderate to high-density residential and office and institutional uses are allowed in this district. Retail, heavy commercial or industrial uses are not allowed. The O&I - 1 zone currently takes in properties along Fourth Street SW, Third Street Drive SW, and three properties that front Second Avenue SE near NC 127 South.

The block from Fourth Street, west to Second Street SE along Second Avenue SW/SE is zoned C-2. South Center Street and First Street SW south to Fourth Avenue SW is included in this zone. This zone is considered Central Business District (CBD) fringe and allows for a mix of retail, service, transportation storage and related activities necessary to support the CBD.

Three commercial properties located at South Center Street and Eleventh Avenue SW are zoned C-3. The zoning category allows the sale of convenience goods and a limited number of personal services to the residents of the surrounding area. These districts are normally located at intervals along major and minor thoroughfares and allow for the development of retail and service uses on either free-standing parcels or in small commercial centers.

The area fronting Highway 70 SW near Fourth Street and Fourth Street Drive SW up to Third Street Drive SW is zoned commercial, C-4. This district is for highway business development which includes restaurants, retail, hotels, and other service oriented businesses.

A number of parcels between South Center Street and First Street SW, Tenth Avenue SW and Eleventh Avenue SW are zoned ED - Economic Development. The purpose of this district is to provide regulations for the development of light manufacturing, processing and assembly uses, warehousing, distribution and servicing enterprises and office activities controlled by performance standards to limit the effect of such uses on uses within the district and on adjacent districts.

Two Planned Developments exist in the community. The Hickory Auto Mall property along Highway 70 SW is zoned PD-SC (R) which means planned development - regional shopping center and is designed to serve a regional shopping function. The second planned development is located at 976 South Center Street and is currently the IGA grocery/convenience store. It is zoned PD-SC (N) which is designed to serve the immediate neighborhood.

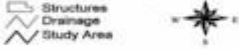
Future transportation plans call for connecting Fourth Street SW to the new US 321 interchange through Brookford which will bring more traffic to the area. The homes on Fourth Street SW are likely to convert to commercial uses over time because of the increase in traffic.

Changing zoning requires a change in the ordinance, and can be a complicated process. To rezone an area, seventy percent of the property owners have to agree and sign a petition that is presented to the Regional Planning Commission before it goes to the City Council for their consideration. Rezoning requests can take two to three months if there is no opposition. It is up to the neighbors to gather the necessary signatures since the property owners typically initiate rezoning requests.



# Ridgeview Community Zoning Map

- Current Zoning**
- C-2 Commercial
  - C-3 Commercial
  - C-4 Commercial
  - ED Economic Development
  - OI-1 Office/Institutional
  - PD-SC(N) Planned Development
  - PD-SC(R) Planned Development
  - PD-H-R-5 Planned Development
  - R-5 Residential
  - R-6 Residential



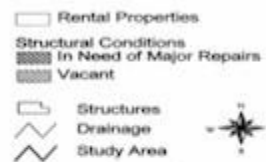
0 400 800 Feet



## Ridgeview Community Rental Status and Structural Conditions

Single Family - Owner Occupied	158	
Single Family - Rental	138	<b>296 Single Family Homes</b>
Duplex	32	= 64 Dwelling Units
Triplex	10	= 30 Dwelling Units
Apartments	19	= 273 Dwelling Units
		<b>367 Multi-Family Units</b>
Single Wide Mobile Home - Owner Occupied	7	
Single Wide Mobile Homes - Rental	24	<b>= 31 Single Wide Mobile Homes</b>
	50% Single Family Homes Rental	
	City Wide = 48% Single Family Homes Rental	
	529 Total Rental Units	
	694 Total Dwelling Units	
	<b>76% All Residential Properties Rental</b>	
	<i>Source: Catawba County Tax Records</i>	
	<i>NOTE: Tax listings might not reflect change in ownership if it has occurred in the past eight months.</i>	
<b>Structural Conditions</b>		
Single Family - Owner Occupied	6	
Single Family - Rental	17	
Single-wide Mobile Home - Rental	1	
Duplex	8	
Triplex	1	
Multi-family complexes	5	
Commercial	1	
Vacant	8	
<b>Structures in need of repair or vacant</b>	<b>47</b>	
		<b>8% all properties in need of repair or vacant</b>
		<i>Source: Field survey March 1999</i>

### Ridgeview Community Rental Status and Structural Conditions



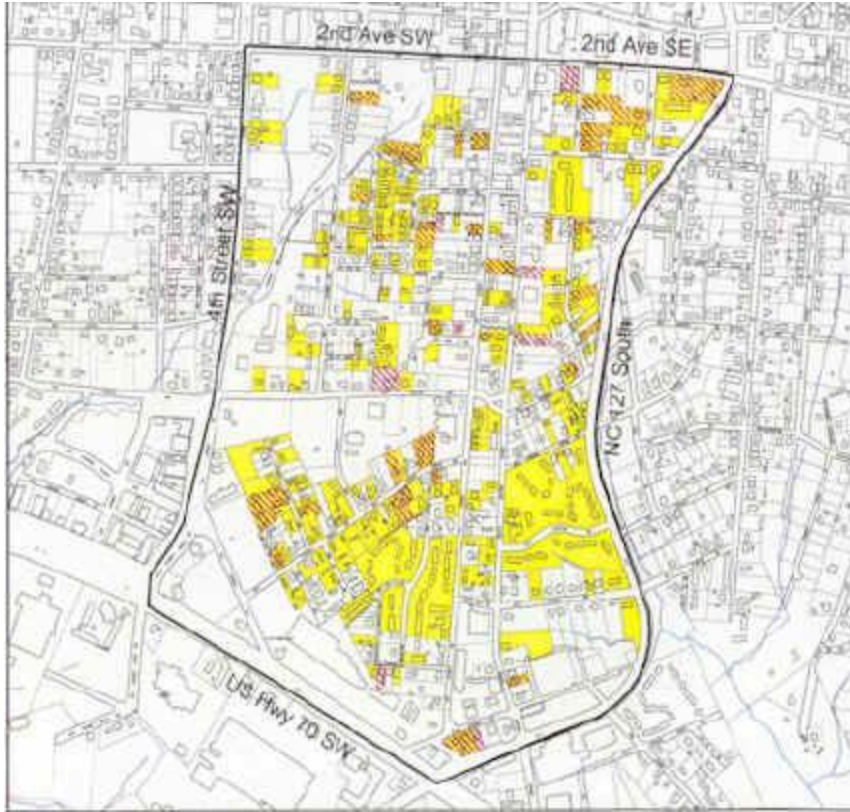
0 400 800 Feet

Source: Catawba County Real Property  
Master Index Listing, February 1998



Department of Community Development  
100 North Salisbury Street  
Raleigh, NC 27601

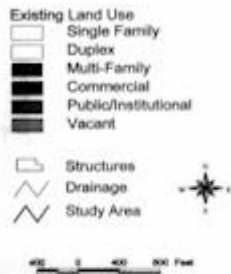


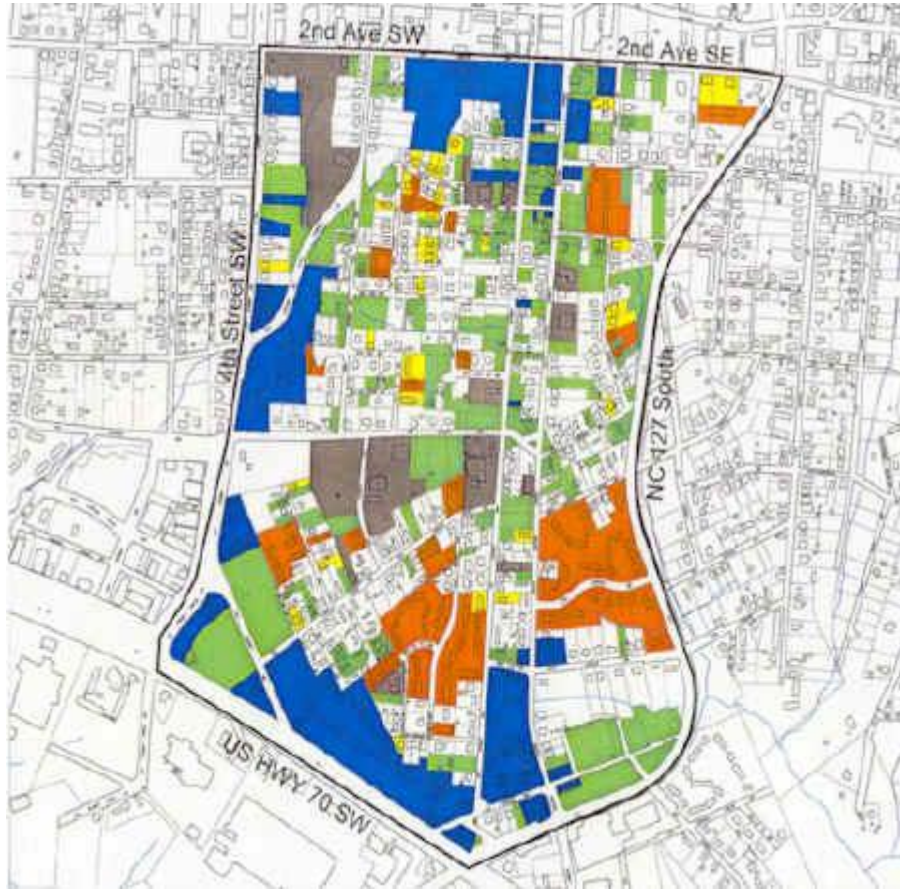


## Ridgeview Community Land Use

Single Family	296	
Duplex	32	= 64 Dwelling Units
Triplex	10	= 30 Dwelling Units
Apartments	19	= 273 Dwelling Units
Single Wide Mobile Homes	31	
Commercial	43	
Church	10	
Institutional	1	Ada Geitner House
Public	8	Parks, Police Headquarters, Etc.
Vacant lots (includes parking lots)	184	26 City owned
		367 Multi-family Units
		694 Total Dwelling units
		603 Total Properties
		<i>Source: Catawba County Tax Records and field survey conducted March 1999.</i>

### Ridgeview Community Detailed Land Use





# **A Review of Suggestions and Activities and Action Recommendations to Improve the Ridgeview Community**

## **Introduction and Background**

The Ridgeview Community is experiencing challenges that without proper intervention by citizens, business, and government may grow out of proportion, thereby elevating present levels of distress and fear, not just in the Ridgeview Community, but the City of Hickory as a whole.

An ad hoc committee called the Concerned Citizens of Ridgeview has been able to generate momentum toward recommending grass-roots solutions to the problems that presently plague the neighborhood. Through this effort, a concept called FACED, Family and Community Enrichment Development Center, has been developed and the members of the community are eager to begin its implementation.

Following is a comprehensive review of suggestions and ongoing activities occurring in the Ridgeview Community. The second section contains recommendations for actions the City of Hickory can take to improve the community. A third section summarizes the financial resources required to accomplish the tasks identified.

## **Citizen Suggestions and Ongoing Activities**

The Concerned Citizens of Ridgeview offered to the City Council on June 8, 1992, the following recommendations concerning a short term plan for the Ridgeview complex: (1) The City of Hickory should provide funding to the FACED Center for personnel positions for the next three years. These positions would consist of a half-time coordinator, half-time secretary, a full-time educational outreach coordinator, and supplies. FACED Center personnel would be responsible to the City of Hickory, Ad Hoc Committee Concerned Citizens of Ridgeview, and a FACED Center Board. Temporary office space could be located in either the Ridgeview Center, Senior Citizens Buildings, or in another location in the community. (2) The City of Hickory should hire an urban planner and/or architect to conduct a needs assessment for the Ridgeview Complex to determine economic opportunity, potential locations for FACED Center facilities, and plans and cost projections for proposed Brown-Penn additions. The Bennet House could be sold to a low-to-moderate income family for \$1.00, who would use HOME funds for renovations. The Brown-Penn Center addition cost, budgeted in FY 92-93, would decrease by \$61,491 per revisions such as the elimination of all cost incurred for new lower ceiling, air-conditioned gym, and sound system from the total project cost of \$125,010, as recommended by the concerned Citizens of Ridgeview.

The FACED Center has asked the City of Hickory for substantial monies as seed for the Center's infant years, with hopes that self-sufficiency will occur in Year Four through the use of grant monies to be sought by FACED. In following City of Hickory procedure, the FACED group has presented its plan to those City Boards and Commissions whose interests lie in the very same issues the FACED group addresses. Below are the recommendations from the Boards and Commissions.

The Hickory Community Relations Council, Hickory Recreation Commission, and Citizens' Advisory Committee have all endorsed the overall concept of the FACED Center and the goals that it has set forth for helping the community enrich its residents, and deter the amount of illegal activity that presently occurs.

In addition to its endorsement of the FACED project, the Hickory Recreation Commission has recommended investigating the feasibility of using identification cards for entrance into the Ridgeview Center to reduce the amount of unwanted activity in the area.

The Community Relations Council (CRC) has recommended delaying funding of the FACED project until more definite plans can be submitted. The CRC recommends that these plans should avoid duplication of services and segregation and should offer specific details such as job descriptions, salaries, information on relationships and the extent of involvement between Training Research Development, Inc. and the FACED Center, as well as accountability.

In FY 88-89, the Community Relations Council requested the hiring of a permanent, full-time professional Community Relations Executive Director and necessary secretarial assistance and supplies. The responsibilities of the Executive Director would have been to use resources to advise local governments about programs for the orderly growth, development and improvement of the community. Duties would have also included keeping the public informed

regarding programs and progress of those programs, and serving as a liaison between local agencies and organizations to promote relations between all segments of society in Hickory. The City Council has elected not to fund a Community Relations Director position.

For FY 92-93, the Community Relations Council will implement a \$11,000 Grantor Program, approved by the City Council, whereby the Community Relations Council can facilitate positive relationships among constituencies by providing grant resources to private non-profit groups or public agencies who will network people of good-will and improve communication and cooperation in the solution of human relations problems.

The Citizen's Advisory Committee has recommended that Community Development staff be represented on the FACED Board of Directors if any CDBG monies are provided; establish a method of evaluation to determine level of success and accountability for program administration; require FACED to acquire a tax-exempt status before receiving any funding; seek other grants and secure on-going funding as CDBG monies are only temporary, possibly up to two(2) years; relocate the Hickory Police Department's P.A.C.T. office from Sunny Valley community building to the Ridgeview Recreation Center; and receive input from the Ridgeview Community in choosing a FACED Center Board of Directors to ensure support and participation.

### **City Employee Task Force**

A City Manager's Employee Task Force, established by the City Manager on March 31, 1992, and composed of non-supervising personnel from several departments, has reviewed and discussed identified Ridgeview/Ridgecrest issues and has offered the following recommendations for targeted areas of the community.

1. The Rouse House located at 7th Avenue, SW, has become a health hazard and should be demolished at the owner's expense.
2. The Ridgeview Pool is presently being used as a trash dumpster and should be covered at a cost of \$6,200, shelter and/or screening at a cost of \$1,500, or relocate the pool to the Ridgeview/Taft Broome Park. The Ridgeview Wading Pool has been closed due to lack of compliance with health standards and should be re-opened by installing a filtering system, estimated cost of which would be between \$10,000-\$20,000.
3. The vacant lot across from the Ridgeview Library is being used for illegal activity and should be paved to add parking for the Library, along with beautification and screening, at a cost of \$20,000.
4. The Brown-Penn Baseball/Softball Field is too small for adult league play. The recommendation is to move fencing back to comply with other City fields.
5. There is not adequate transportation in the Ridgeview community. The recommendation is to purchase a van which can be utilized by the Ridgeview and Brown-Penn Centers at an estimated cost of \$18,000.
6. People are afraid to use the recreation facilities because of fear of crime. The recommendation is to increase P.A.C.T. officers, target buyers as well as sellers of drugs, and increase license checks.
7. First time offenders for drugs are usually scarred for life by what goes on their record. This impairs their ability to obtain work should the individual become rehabilitated. The recommendation is to establish a program for first time offenders up to 21 years of age that features education, counseling and joint efforts from companies and businesses to provide jobs for individuals who meet the guidelines for the program.
8. There is not enough awareness of the City's Action Center. The recommendation is to increase awareness by posting signs, contacting churches, etc. to publicize the Action Center.
9. The Brown-Penn Center currently does not have enough room for large meetings and programs. The recommendation is to begin plans for additions to the center, with air conditioning and restrooms to accommodate additional usage, at a cost of \$125,000.
10. Facilities are not being used as a result of having to pay fees. The recommendation is to waive the rental fee twice a year of respective groups. The Police and Recreation staff would continue to be compensated.
11. Ridgecrest residents are concerned about additional policing in the area as a result of increased illegal activity, and lack of speed limit signs. The recommendation is to hire two additional police officers to patrol Ridgeview at peak hours, renovate the downstairs area of the community building for police and activities, and move equipment from maintenance storage downstairs to provide increased room for meetings and police officers.
12. There is not enough lighting at the ballfield and park area of Ridgecrest. The recommendation is to add additional lighting and acquire equipment that would bring Ridgecrest Park up to standard with other city owned parks.
13. The Task Force recommends lighting on 8th Avenue Drive and 2nd Street, SW to increase safety and visibility.
14. The creek area at Ridgecrest is a threat to children playing in the area. The recommendation is to pipe the creek, keep the bank area clean, and test the water and soil (\$200 to test each) throughout the Ridgeview Community at a cost of \$100,000+. To fence the creek would cost \$3,500.

## **P.A.C.T.**

A community-based policing initiative has been in operation by the Hickory Police Department for less than two years. Community-based policing is a philosophy that through a proactive, decentralized approach, and intensely involving the same officers in the same community on a long-term basis, residents will develop trust to cooperate with police by providing assistance and information to reduce crime. The following six month comparisons between January and June, 1991 and January and June, 1992 are documented.

Calls for service in 1991 were 2,160 in the P.A.C.T. area

Calls for service in 1992 were 1,851 in the P.A.C.T. area

This represents a 14% reduction in Calls for Service.

The five most serious crimes known to police are murder, rape, robbery, aggravated assault, and burglary. The totals of these crimes in the first six months of 1991 was 136. The totals of these crimes in the first six months of 1992 was 70. This represents a 48.5% reduction in these serious crimes. During the six month period of 1992, 43 felony drug arrests were made by the uniformed P.A.C.T. officers. The number of drug calls increased from 114 to 150 over the period. Shots fired calls also increased from 60 to 106. Domestic and weapons calls increased by four (4) and five (5) respectively. Although these numbers are increases, the Police Department believes the increases are due to a greater feeling of trust in the P.A.C.T. program making the citizens more comfortable in calling.

These statistics, even though for a brief period of time, tend to indicate a trend in serious crime reduction in the P.A.C.T. area. It also tends to imply that properly trained officers, who strongly believe in the community based policing concept, can impact the quality of life in a community. However, it only takes a single incident, given a tremendous amount of media attention, to severely damage the positive accomplishments in regards to the citizens' "perception or fear of crime".

## **Appearance Issues**

Some residents of Ridgeview are working with the City to obtain permission from private property owners to plant wildflowers on a lot at the intersection of South Center Street and NC127. A local businessman has agreed to supply the equipment and labor necessary to prepare the lot for planting. Also, the City is using neighborhood suggestions to help design the landscaping in the intersection of 1st Street and 11th Avenue, SW once the intersection improvements are complete. Finally, the Community Appearance Commission continues to actively solicit "Adopt-a-Spot" volunteers in the Ridgeview area as well as throughout the City.

## **Business Owners**

There have been meetings between business and other property owners around South Center Street and 4th Street areas to discuss trespassing. The group of property owners asked the City to make "no trespassing" signs for their buildings. They also signed legal documents so the Police Department could act as their agent in enforcement against trespassers. The meetings included discussions with a representative of the District Attorney's Office and a District Court Judge to ask for input on how to reduce this activity.

## **CDBG Activities**

Community Development monies are available for use to fund FACED personnel positions provided the amount does not exceed \$42,500 (15% of 1992 Grant amount). This service is recognized as a public service, toward which HUD allows only 15% of annual entitlement monies to be spent. The Community Development Administrator suggests that if monies are given that they be in the form of a matching grant and a sub-recipient agreement signed similar to Inter-Faith and the Soup Kitchen. Any monies given are contingent upon the FACED Center obtaining tax exempt status.

The Community Development Block Grant has been responsible for the following funding within the Ridgeview Community and other low income areas of Hickory since 1982, predominantly in the Ridgeview Area:

Acquisition of real property, relocation, and clearance	\$ 389,617
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Housing Rehabilitation (approximately 80% Ridgeview)	1,289,145
Public Facilities	322,425
Code Enforcement	14,248
Homeownership Assistance	136,533
Economic Development Loans	204,600
Public Services	7,000
Total	\$2,363,568

### **DSS Grant Proposal**

The Department of Social Services has asked the City for assistance in obtaining a grant that could result in funding up to \$250,000 for the DSS. Ms. Connie Bray addressed the Staff by describing that they lacked community involvement in the grant proposal. The City could help complete the grant by integrating the FACED Center request into the objectives of the DSS. The City has drafted a letter to Ms. Bray verifying the City of Hickory's intent to work with the DSS and the Concerned Citizens of Ridgeview to help implement their programs. Some of the grant (perhaps \$2,500) could be used to help pay the salary of the FACED coordinator. Members of the Ridgeview Steering Committees and TRD, Inc. had conversations with representatives from DSS and stated the conditions under which it would support the grant proposal developed by DSS. The conditions included information concerning the grant content, its purpose, and how funds would be distributed. The Concerned Citizens of Ridgeview could not endorse the proposal because of insufficient information and time constraints placed on the community because of the grant deadline. If DSS utilizes parts of the objectives of the FACED project in receiving the grant, this usage could constitute a violation of copyright laws, according to TRD. The FACED Center proposal is owned by TRD and no parts of the proposal can be utilized without permission from TRD.

### **Black History**

The Ridgeview Community Association, Inc. has asked the City of Hickory for up to \$30,000 to continue and complete a publication entitled THE BLACK HERITAGE OF HICKORY. Its purpose is to detail Black history in Hickory, and provide a publication for local libraries, as well as libraries across North Carolina. The project is estimated to be completed in two years.

## **RECOMMENDATIONS**

### **Facilities Needs Assessment**

It is recommended that a needs assessment be conducted for the Ridgeview area at an estimated cost of \$16,000 with the assistance of a committee, composed of the Planning and Development Director, Public Works Director, City Engineer, Recreation Director, and Concerned Citizens of Ridgeview. An architect who would demonstrate a sensitivity for the specific needs of the Ridgeview Community is recommended to be hired who would conduct a needs assessment for design additions and facilities. It is recommended that no new construction of facilities or additions be undertaken until the needs assessment has been completed. The items under facilities such as the wading pool, swimming pool, parking, playground, building renovations, and lighting and sidewalk improvements would all be part of the needs assessment.

### **Rouse and Bennet Houses**

The Rouse House has already been demolished. The City purposed the property at a cost of \$12,500. City crews conducted the demolition so the only cost incurred was in manpower and equipment usage which totaled \$1,686. The Bennet House, bought by the City at a cost of \$12,500, has been proposed for a variety of uses such as selling it to a low-to-moderate income family for \$1.00, then using HOME funds for renovations, or for FACED Center office space. It is recommended that the Bennet House be demolished at an estimated cost of \$1,500 - \$1,800, and the land used for parking or for other purposes as deemed appropriate by the needs assessment. Estimated cost of renovations to the Bennet House are \$45,000 for the first floor, and \$60,000+ for total renovations. The property's location may lend itself better for parking.

### **Fee Waivers at Centers**

The City Council, acting on the recommendations of the Recreation Commission, adopted a new set of guidelines for the Waiver of Rental Fees for use of the Ridgeview / Brown-Penn Centers on July 21, 1992, as a result of research conducted to determine why there was a lack of usage of the facilities. The loss of revenue is estimated to be \$4,000.

### **Lighting and Sidewalks**

Lighting and sidewalks contained in the Ridgeview complex should be subject to the needs assessment. All other lighting and sidewalk projects will be handled in the Public Works budget (subject to the availability of the right-of-way needed for construction). The City Employee Task Force has recommended lighting on 8th Avenue Drive and 2nd Street. This project is being evaluated by Public Works and will be implemented at a cost of \$385.20 per year. The cost of sidewalks in this area is estimated at \$16,675. It is recommended that additional lighting in the Housing Authority Complex be provided at a cost of \$7,000 annually at a minimum. This project will be a phased project with timeframe from November 1992, through October of 1994. These projects are in addition to an integral lighting project by the Housing Authority.

### **Ridgecrest Park**

The Ridgecrest play area located at 21st Avenue, SE, has been identified as an area of concern. Although contractually, the Housing Authority, not the Recreation Department, is to maintain this area, the park suffers from lack of use and lack of maintenance. The Recreation Department has recommended a plan to develop a park at Ridgecrest. The plan calls for light poles with lights, grills, park benches, swings, a shelter, playground equipment, fun-a-muls, small picnic shelters, mulch and timbers for playground equipment, and fencing of the creek for a total of \$38,738. The Recreation Department will continue to explore the feasibility of a baseball field at the park considering such constraints as parking and the limitations on other areas of the park. It is recommended that the Recreation Department assume maintenance of the park from the Housing Authority provided this does not overburden existing staff or the addition of new staff is provided.

The creek and soil at Ridgecrest have been tested with the results showing no abnormalities. It is recommended to fence the creek at a cost of \$3,500, and to periodically treat the banks of the creek with herbicides, being careful not to harm the creek's water quality. Due to the drainage area and size of structure necessary to carry water, piping the creek would not be feasible without major expenditures.

### **Ridgeview Complex CIP**

The Recreation Department has \$55,000 dedicated to the Ridgeview Complex in its FY 92-93 Capital Improvements Budget. Projects include: Recreational equipment for Brown-Penn Center, a vehicle for the Ridgeview Center, a filter system for the Ridgeview Pool, and maintenance to the Ridgeview Center roof. The Ridgeview Pool has received a pool cover to eliminate trash, and wind screens for additional privacy.

Future projects in the Recreation Department's CIP through FY 96-97 include a heating system for Brown-Penn, additional park benches and grills, resurfacing the tennis courts at the Ridgeview Center, a scorebooth at the Ridgeview ballfield, fencing at Brown-Penn, and park improvements at Ridgeview. The cost of these projects is estimated at \$75,000. The needs assessment may however, alter these expenditures and the timeframes in which to accomplish the same.

### **Ridgeview Snack Bar**

A snack bar at Ridgeview Center has been proposed by the Concerned Citizens. It is recommended that the City retrofit, up to \$11,000, the snack bar to ensure an "A" Sanitation rating, provided the Ridgeview Community selects an appropriate person to manage the facility. The selection committee should consist of representatives of the City of Hickory as well as members of the Concerned Citizens of Ridgeview. The selected person should be of role model status, and have the ability to be a positive influence on others. It is recommended that this person operate the snack bar on a contractual basis with the City. Finally, it is recommended that *measures* be defined to determine the positive impact of the snack bar facility and operator counseling on the youth of the community.

### **Policing**

The Staff proposes the addition of seven (7) police officers to the existing eight (8) officer P.A.C.T. unit, assuring that there are never fewer than two (2) officers in the P.A.C.T. community, in addition to the regular P.A.C.T. schedule defined below.

The current P.A.C.T. schedule is highly flexible with a concentrated effort during the peak times of activity: Sunday through Thursday between the hours of 11:00 am and 4:00 am, one (1) to four (4) officers are on duty; Friday and Saturday, between 11:00 am and 4:00 am, three (3) officers are on duty during the day and five (5) officers at night.

The P.A.C.T. area geographically covers 2nd Avenue to the North; Catawba Mall to the South; 4th Street SW to the West; and 127 Southeast to the East.

The cost of these additional seven (7) officers would be approximately \$270,000 for salaries and equipment for 1992-93 and approximately \$190,000 for the second year 1993-94.

A second P.A.C.T. office should be located at either the Ridgeview complex or the Ridgeview Library.

Community-based policing goals developed by P.A.C.T. with the Concerned Citizens of Ridgeview should be realized. The FACED Center Coordinator could facilitate this process between P.A.C.T. and the Concerned Citizens of Ridgeview.

### **FACED Center**

The request of FACED for office space has been considered and it is recommended that the Senior Citizens Center be leased to FACED at the cost of one dollar. There are presently a number of senior citizens (approximately 15) who use the center and there may be some opposition of the FACED group operating there. A joint use agreement would have to be developed. There may be no reason why programs could not be relocated to either the Brown-Penn or Ridgeview Centers provided FACED and the Recreation Department offers explanation to the Senior Citizens in advance and all users reserve on a first-come, first served basis any common areas through the Center Supervisor.

The request for FACED personnel and related supplies, etc. has been reviewed and it is recommended that funding at a cost of \$52,000 annually, subject to a year to year review for a maximum of three years. Should FACED want to fund additional positions, office supplies, etc. it would be responsible for soliciting those funds from other private or public sources. This recommendation encompasses a proposed contract with the FACED Center allowing it to recruit and select a coordinator, with the following stipulations:

1. Recruitment and selection will be conducted according to City policy with the City Manager to sit on the selection committee to be established by the FACED Board; however, the person selected will be an employee of the FACED Center, not the City of Hickory. The person selected should have the proper credentials, skills, and experience to carry out the proposed FACED program.
2. The employee would become an ex-officio member of the Community Relations Council, Recreation Commission, Ridgeview Recreation Council, Citizens' Advisory Committee, and the Public Housing Authority and would attempt to attend all their meetings.
3. The FACED organization would present progress reports to the City Council on a quarterly basis. This would consist of a written report and public presentation in a format to be determined by FACED. In addition, FACED shall comply with any requests for an audit or other financial information from the City.
4. The FACED Center will network with City and County government agencies to avoid duplication. City and County agencies may need to assess the awareness, knowledge, and skills of current personnel to meet the needs of culturally different clients and to determine their need, if any, for cultural competence training.
5. The FACED Center will provide the City with a mission statement, and goals and objectives for fiscal years 92-93 and 93-94 before funding is initiated. The goals/objectives should be specific enough so the success of FACED's efforts can be measured.
6. The City Manager shall be notified in advance of any recommendations FACED has concerning City of Hickory programs and services.
7. The FACED organization shall notify the City Manager of any changes in the composition of the Board of Directors. FACED will not enter into other contracts for service with other counties or municipalities.
8. Training Research Development (TRD), Inc. prior to formally permitting the City of Hickory and the FACED Center to utilize the contents and process of the FACED proposal, will provide free of cost a licensing agreement to be signed by designated parties for use of the copyrighted program. This document will be provided by TRD's attorney. This agreement will clarify the relationship between TRD, the FACED Center, and

the City of Hickory. Also, it will spell out the rights that TRD has in utilizing its copyrighted program. The agreement will stipulate compliance with the City's ordinance regarding Conflict of Interest and the North Carolina General Statutes regarding same and those of the Department of Housing and Urban Development.

9. A non-profit status must be attained by FACED before receiving funding from the City or the City's CDBG program. FACED is in the process of acquiring its non-profit status.
10. At least one member of the Community Development Staff should be represented on the FACED Board of Directors if any CDBG monies or City facilities are to be used.

**Public Housing Authority**

The Public Housing Authority has submitted a proposal to HUD for a grant in the amount of \$155,500 to fund a Substance Abuse Program Phase II.

S.A.P. was implemented in February, 1992. It involved a higher level of law enforcement visibility, most of which is foot patrol. It also involves youth services such as the CHOICES program, administered by Catawba County Mental Health, that provides incentives for those who participate in the program. Such incentives include academic training and employment opportunities. The program has also been instrumental in the development of the Youth Council in the Ridgecrest Community. The Youth Council allows the youth to feel a part of the decision-making process in public housing.

Recreation grant monies are used to pay the membership fees of the youth and to establish an after-school program, and summer day camp.

The Adult Services / Community Challenge is a program by the Housing Authority and Catawba County Mental Health to provide adult drug prevention, education, and counseling services. A mental health clinician was hired to work specifically in the Housing Authority area. Community challenge services include crisis intervention, drug prevention education and referrals to treatment centers.

Of these grant monies, \$19,000 has been designated for physical improvements, including fencing at cut-through areas to prevent unwanted foot traffic, core locks to be installed at high crime areas, and lighting for these areas. Other grant monies are to be used as follows: Police, \$41,000 to pay for officer overtime; Drug Prevention Community Challenge, \$46,000; Enhance CHOICES Program, \$10,000; Salary and fringe for Youth Services Coordinator, \$18,000; Activities for youth cultural educational, and recreation, Activities using City recreation, fees for Boys/Girls Club memberships, \$21,000.

**Black History**

The Staff believes the Ridgeview Community Association's black history proposal is a very worthwhile project. In setting priorities for funding, however, it is recommended that City support be limited to locating potential grant resources and assistance in applying for such grants. The only potential City funding at this time would be a small amount from the Hickory Preservation Commission's budget. The City, through the efforts of the staff at Elbert Ivey Memorial Library, has already identified some possible sources of revenue for the project in the form of a loan program. It is further recommended that the Ridgeview community be totally involved in the black history project since this has to be viewed as a lengthy process. This involvement could take place through the use of a Steering Committee consisting of Ridgeview residents and representatives of the City and other supporting organizations.

**Business Owners**

The Staff recommends continued meetings with the property owners in the area and the Police Department and increasing publicity about the use of the "No Trespassing" signs.

**CDBG Activities**

The 1992 funds available in the CDBG are \$326,000. A total of \$160,000 has been designated for the Brown-Penn addition (includes \$16,000 for Ridgeview Complex needs assessment). In order to fund the FACED Program, \$42,000 will be transferred from the Housing Rehab Loans line item and contingency to the Public Services FACED Program line item. This will leave \$24,000 in the Housing Rehab Loans line item for 1992 and \$4,000 in contingency. The 1992 CDBG budget will be as follows:

1992 Funds Available	\$326,000
Current Proposed Uses:	

	Brown-Penn Addition	\$160,000
	Housing Rehab Loans	\$24,000
	Head Start Program	\$10,000
	Inter-Faith Housing	\$20,800
	Administration	\$65,200
	Contingency	\$4,000
	Public Services: FACED Program	\$42,000

<b>FINANCIAL SUMMARY</b>		
<b>Activity</b>	<b>'92-'93 Costs</b>	<b>Source of Funds</b>
Needs Assessment	\$16,000	CDBG
Brown-Penn Addition	\$144,000	CDBG
Bennet/Rouse Houses	\$28,186	City funds
Fee Waivers	\$4,000	City funds
Lighting/Sidewalks	\$24,060	City Funds Public Housing Authority
Ridgecrest Park	\$42,238	City Funds Public Housing Authority
Ridgeview CIP	\$130,000	City funds
Snack Bar	\$11,000	City funds
Additional P.A.C.T. officers / equipment	270,000	City funds
FACED Program	\$52,000	CDBG City funds
Public Housing S.A.P.	\$155,500	DHUD
CDBG Program Other Projects 1992-93 Budget	\$124,000	DHUD
<b>Total</b>	<b>\$1,000,984</b>	

### **Appendix**

#### **Ridgeview Issues Employee Task Force**

Charles Mackey, Chairman  
 Robert Anthony  
 Michelle Dula  
 John Williams  
 Betty Ferguson  
 Merl Hamilton  
 Todd Hefner  
 Naomi Killian  
 Ron McNeil  
 Allen Powell  
 Mark Williams

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#### **Hickory Recreation Advisory Commission**

John Bovender, Chairman  
 John Wilfong

Ron Ruis  
Howard Vaughn  
Tim Shuford  
Dr. Carl Starnes  
Vance James  
Mark Gosnell  
Bill Marvin  
George Mitchell  
Bill McBrayer

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**Hickory Community Relations Council**

Larry Pope, Chairman  
Connie Bray  
Ronald Kornegay  
Fleta Patterson  
Gretchen Peed  
Gloria Sudderth  
Maurice Boswell  
Linda Ellis  
Ed Lewis  
Altheria Rowe  
Naomi Smith  
Bruce Beerbower  
Wayne Freeman  
Sam Hunt

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**Citizens' Advisory Committee**

Rev. A. O. Carmichael, Chairman  
Beth Rogerson  
Cecilia Forney  
Kandi Peterson  
Robert Reid  
Doug Bumgarner  
Anne Davis

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**FACED Board**

Joe Crocker  
David Middleton  
Gloria Sudderth  
Dr. Forrest Toms

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**Steering Committee of the Concerned Citizens of Ridgeview**

Joe Crocker  
Rev. Cornelius Holland

Nancy Jones  
Charles Mackey  
Alrica McCorkle  
David Middleton  
Kevin Oates  
Gloria Sudderth

## Ridgeview Strategies Status

(Strategies Adopted by City Council on September 1, 1992)

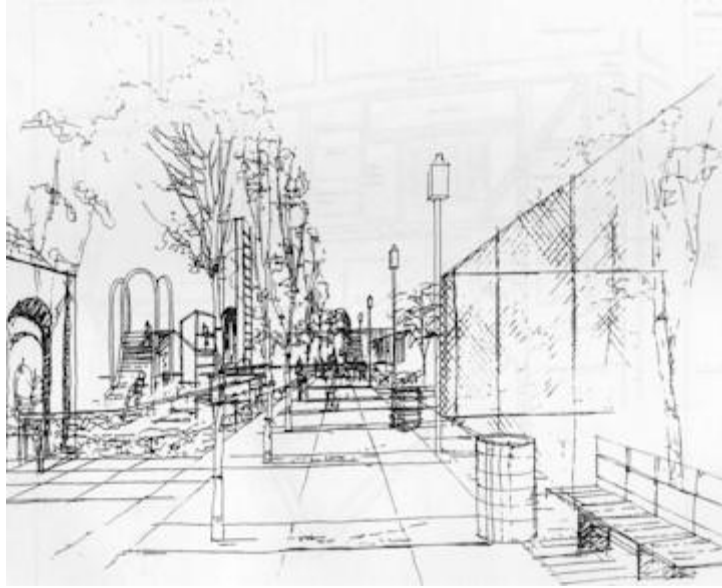
Status Update as of: November 16, 1994

Ridgeview Needs Assessment	City Manager's Office Recreation Director City Engineer Community	The Brown-Penn Center is being used for recreational program. Still waiting for the Community to provide the appropriate times for future meetings with the needs assessment architect. (See attached concept plan from J.A. Pease-Gantt-Huberman Architects.) There is funding available through CDBG monies for bringing the Ridgeview Library into compliance with the ADA.
Demolition of the Bennet House	Public Works Director Council	The Bennet House has been demolished since October, 1992.
Fee Waivers at Recreation Centers	Recreation Director/Commission City Council	The policy for the waiver of fees at the Recreation Centers has been in place since October, 1992.
Lighting & Sidewalks	Public Works Director Housing Authority Director City Engineer	Installed lighting as of February, 1994 as follows: fifty-five lights at Ridgecrest; four at Sunny Valley; eleven at Hillside Gardens; twenty-one at Blueridge Heights; and eight at Terrace Hills. As of March, 1994 additional lighting has also been installed on South Center Street from 4th Ave., SW to 11th Ave., SW; 1st Street, SW from 2nd Ave. to 11th Ave., and 11th Ave., SW between Center Street and 1st Street. Fixtures have also been changed out in front of Flowers Auto Parks to supply the same intensity of lighting.
Fence the Ridgecrest Creek	Recreation Director	Fencing of the creek was completed in May, 1993.
Development and maintenance of Ridgecrest Park	Recreation Director Housing Authority	The City completed park development in June, 1993 which included a group picnic shelter that can hold up to 85 people, an expansion of the existing playground by installation of a multi-purpose piece of equipment and also by preparing the land for future expansion. Two individual picnic shelters were installed, along with multiple grills and trash receptacles. Five park benches were placed throughout the park and about 750 feet of fence was installed along the creek. Total cost of park development was approximately \$37,000. The Public Housing Authority is now responsible for maintenance of the park. Design of the restrooms is complete. Location of the restrooms will be reviewed during a meeting of representatives from the Ridgecrest PCI. Bid packages for the restrooms will be sent out following the meeting.
Treat Ridgecrest Creek with herbicides	Public Works Director Public Utilities Director	Ridgecrest Creek was treated in the spring of 1992 to destroy the obnoxious vegetation. Other vegetation still remains to prevent erosion.
Retrofit up to \$11,000 for Snack Bar	Recreation Director Building Inspections Finance Director	The Recreation Director and Building Inspectors have had a plan in place since October, 1992. Since there has been no further progress regarding person(s) who will operate the facility and the development of a lease agreement, the Health Department cannot make recommendations until specific tenant/use has been decided. The Community has not identified any potential operators.

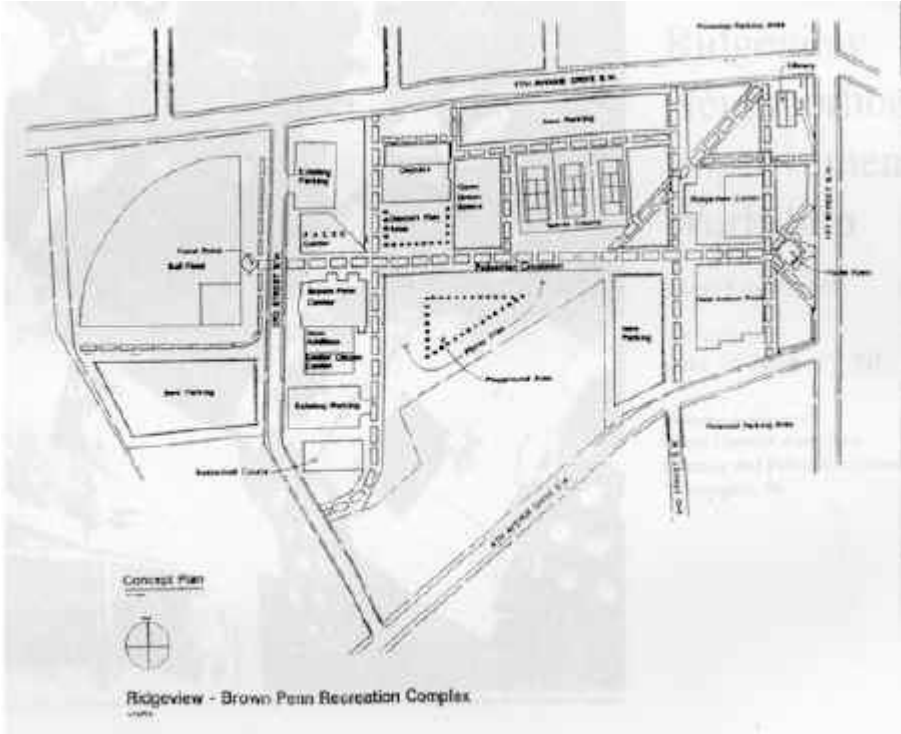


Develop measures to determine impact of Snack Bar	Recreation Director	The Recreation Commission and Steering Committee will develop measures to determine impact of the snack bar once an operator is chosen and a lease agreement is drawn.
Add 7 new police officers and equipment to existing PACT	Police Chief	The Police Department has had twelve officers assigned to PACT since January, 1993. These officers provide police services 24 hours a day, 7 days per week. The PACT/Ridgeview goals identified by Community Representatives and Police Officials were approved on June 1, 1993. HPD has moved to City-wide community based policing. Small neighborhood meetings are taking place to update strategies. Also, representatives from the Police Department and the City Manager's Office have been meeting once a month with Housing Authority residents, Ridgecrest residents and others during meetings called by HPD with the Catawba County Department of Social Services to discuss community needs in Ridgecrest.
Add or relocate P.A.C.T. office to Ridgeview Center	Police Chief Recreation Director	At the suggestion of the community and the Recreation Commission, an office will not be located in the Ridgeview Center. However, Police will continue to have a positive presence at the two centers.
FACED Center Operations	Staff Attorney City Management	The FACED contract was approved by City Council on February 15, 1994. Ted Ross has been selected as the Educational Specialist and is working with the Brown-Penn Summer Camp until the Saturday Buddies program and the After School Programs begins with the start of school. FACED is operating out of the Senior Citizens Center
Continue meetings with police and business owners	Police Chief	The Police Department will schedule additional meetings as needed.

## Concept Sketch



# Ridgeview - Brown Penn Recreation Complex



# Ridgeview Neighborhood Improvement Workshop

January 9 and 10, 1995

sponsored by the  
**City of Hickory**

Facilitation Assistance by  
**Glenn Harbeck Associates**  
Planning and Public Involvement  
Wilmington, NC

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*Questions and Answers*  
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## The First Evening: Concerns for Ridgeview

### Introduction

During the meeting, issues, ideas, and concerns for the Ridgeview neighborhood were identified in eight small groups of about 12 to 14 persons each. After all issues were listed, the entire group of about 100 persons participated in a voting exercise to determine priority issues from among all the issues identified.

Following is a list of the numerous concerns identified at the meeting along with the number of priority votes received. Similar concerns have not been combined to retain the exact wording of each person's statement, as well as to illustrate the number of times that similar concerns came up. The issues have been sorted into several subject categories for further study and action. The assignment of any particular concern to one category or another is oftentimes a judgment call and is subject to other equally valid viewpoints. Sometimes an issues will appear in more than one category. The categories are presented in no particular order.

### Physical Improvements

*Footnote numbers refer to numbered items in Ridgeview Strategies Status Report dated November 16, 1994.*

Votes Received	Concern / Idea / Issue
	<b>Community Appearance / Clean Up / Beautification</b>
19	Beautification of area
12	Clean up the neighborhood on regular basis
7	Keeping vacant lots clean
6	Beautification South Center from Hwy. 70 to Clark Tire
3	Beautification of South Center Street
1	Physical appearance of our community
1	Neighborhood Cleanup (Paint, Pickup)
1	Cleaning up the community
0	Broken glass in the streets
	<b>Streets and Sidewalks<sup>4</sup></b>
3	Curbing done properly on all streets
1	More city pick-up, Cleaning the streets
0	Maintain streets & sidewalks
	<b>Lighting<sup>4</sup></b>
14	Better lighting in community
2	More lights on side streets
0	More lights around the Pool Room
	<b>Litter</b>
4	Litter in the streets
2	Littering
	<b>Ridgeview Library</b>
18	Keep Ridgeview Library open
3	Update Ridgeview Library Building
	<b>Miscellaneous</b>
2	Starting a Public Works Program in Hickory
0	Pestilence (outside) control
0	Recycling Program for the comm.

## Crime, Security, and Safety

Votes Received	Concern/Idea/Issue
	<b>Police</b> <sup>10</sup>
4	More frequent police patrons
2	24 hour police protection
1	Improve police dispatch
0	Proud of current police assistance
	<b>Security and Safety</b> <sup>10, 13</sup>
12	Neighborhood safety
4	Concern for safety of elderly
3	Safety & fear of crime
1	Ridding comm. of fear of crime
1	Fear
0	Safety of children at play
0	Feelings of unprotectedness (Senior Citizens)
	<b>Violent Crime</b> <sup>10</sup>
5	More community inv. - Pressure on DA's office - drug cases - violent crime
1	Violence safety and guns
1	Violence
0	Fear level of violence
	<b>Drugs</b> <sup>10, 13</sup>
23	Drug traffic and prostitution - 2 blocks from Police Precinct on 3rd Ave. SE
14	Drugs and shootings (eliminating)
11	Drugs
9	Standing on the corner watching them sell drugs
7	Hanging out (Loitering) drugs
6	Getting drug dealers off the streets
3	Drugs in our community
3	Comm. assistance in solving drug problem
2	Illegal drug activity in community
2	Better communications between community & police to get rid of drugs
0	Be harder on drugs
	<b>Prostitution</b> <sup>10, 13</sup>
23	Drug traffic and Prostitution - 2 blocks from Police Precinct on 3rd Avenue SE
5	Eliminate prostitution in the community
4	Prostitution
2	Getting the prostitutes off the street
1	Closer watch on/for prostitution
0	Develop solicitation ordinance
	<b>Loitering</b> <sup>10, 13</sup>
19	Signs on the streets saying, "No Standing, No Sitting, No Parking".
15	Loitering on the streets
8	Loitering
7	Hanging out (Loitering) drugs
4	People standing on streets and corners

4	Cars stopping in the middle of the streets
	<b>Noise</b> <sup>10,13</sup>
5	Loud music in comm.
4	Loud music day and night
4	Drugs, discharge of arms & noise pollution (Boom boxes or stereos)
	<b>Miscellaneous</b>
7	Black on Black crimes (no prosecution or little)
4	Drugs, discharge of arms & noise pollution (Boom boxes or stereos)
4	Better Community Watchcare by the Community
3	Vandalism (control)
3	Dogs running free
2	Stiffer gun law
2	Better justice system for repeated offenders
0	Crime (any kind)

### Human Services

Votes Received	Concern / Idea / Issue
	<b>Teens / Youth</b> <sup>8,12</sup>
17	No activities for kids ages 13 - 18
11	Programs & Funds to support youth
8	School drop out
4	Educated youth leaving the community
4	After school youth activities
3	Higher paying opportunities for youth
2	Year round job youth program
2	Truancy enforcement
2	Too many young males on streets unemployed
2	Curfew - Ages 6 - 18
2	Big Brothers for high school students
1	Decrease rate of teen pregnancy
0	Safety of children at play
0	Safe sex classes for youth
0	Possible teenage curfew
0	More activities for young adults
0	Afternoon activities for youth
	<b>Senior Citizens</b>
5	Transportation for Senior Citizens
5	More protection i.e., concern for welfare of senior citizens
4	Concern for safety of elderly
0	Feelings of unprotectedness (Senior Citizens)
	<b>Recreation</b> <sup>1</sup>
2	More structured recreation
0	Expand recreational facilities (indoor pool)
	<b>Education</b> <sup>12</sup>
9	Hire more minority teachers

8	School drop out
5	Neighborhood schools
2	Tutoring - Homework assistance
2	Quality of education
2	Community based GED and Job training
0	Educational opps. for community
0	Additional educational programs for children
	<b>Rehabilitation Programs</b>
13	Drug Rehab
2	Better info on NA & AA meetings
1	Eliminate prostitution thru programs & vocational training
1	Adequate rehab programs in community
0	Additional detox. day (90 min.)

### Economic Opportunity

Votes Received	Concern / Idea / Issue
	<b>Economic Development<sup>12</sup></b>
9	Develop Econ. base
3	Unemployment issues
3	Small Business Econ. Devel.
3	Fine tune existing businesses in community
3	Encouraging econ. enterprise
1	Economic development
0	Wealth creation
0	Economic development
0	Future outlook for community
	<b>Minority Enterprise<sup>12</sup></b>
14	Minority business loans for area
6	Promote more minority business
4	Lack of minority owned businesses
2	More Black businesses
	<b>Job Training</b>
11	Job training for unemployed and underemployed
6	Job skills, training program
3	Job training for street people
2	Community base GED and job training
	<b>Job Creation</b>
7	More entry level employment opportunities for all
4	Lack of jobs for black males
3	Higher paying opportunities for youth
3	Year round youth job program
2	Too many young males on street unemployed
0	Lack of jobs
	<b>Finance / Funding</b>
16	Financing for improvements in the community



14	Minority business loans for area
9	Community investment by lending institutions
4	Money available F/home ownership F/community
1	Money, finance should not be foremost
0	Money available to invest in the community

### Housing and Development

Votes Received	Concern / Idea / Issue
	<b>Housing</b>
7	Housing - More revenue into community
7	Affordable housing
4	Money available f/home ownership f/community
4	Housing for the homeless
3	Housing
3	Home ownership
2	Revitalization of existing homes
0	Homes or apartments built in the Ridgeview Com.
	<b>Slumlords / Building Upkeep</b>
20	Neglectful landlords for vacant property
17	Tougher standards for slumlords
9	Rundown / vacant housing (absentee landlords)
5	Landlord involvement RE their property
3	Rid area of slumlords
	<b>Vacant and Dilapidated Buildings</b>
7	Keeping vacant lots clean
1	Demolish all vacant Bldgs. not meeting Codes
0	Vacant lots and bldgs.
	<b>Miscellaneous</b>
26	Why is Pat's Pool Room still in operation
19	Tear down Inn Towner Motel
4	Run down business area
3	Long range plan f/development undevel. areas
2	Additional shelters
2	Very good eating place
0	Destruction to bldgs. and the problems they cause (i.e. pool room)

### Community Leadership, Involvement and Enrichment

Votes Received	Concern / Idea / Issue
	<b>Community Involvement / Ownership<sup>12</sup></b>
14	Increase volunteerism in community & city
4	More community involvement
4	Lack of corp. involvement
4	Better community watchcare by the community
3	Perception of larger city towards Southside Community

3	Involve ENTIRE city in planning stages of development
1	Multi-community cooperation
1	More community sponsored events for Southside
1	Broader sense of ownership (Unifour)
1	Apathy city wide
0	More community pride
0	Lack of self-determination
0	Community involvement
	<b>Churches</b>
21	Minister's support system
18	Church unity in comm.
13	More involvement from neighborhood churches
9	More church support for community
	<b>Leadership Development / Community Enrichment<sup>12</sup></b>
16	Community leadership development - More people involved / Community building
12	More "Blacks" on Boards
1	Enrichment programs
1	Developing future community leaders
0	Improved quality of life
0	Changing the environment that facilitates crime
	<b>Role Models</b>
3	More good role models instead of drug dealers (Ways to achieve success)
1	Role models for youth
	<b>Parental Involvement and Training<sup>12</sup></b>
16	Parental training
9	Lack of parental involvement and guidance
6	Parental involvement with children's development
6	More parental involvement in schools
5	More parenting classes especially for young parents
3	More parental / family involvement for the young
	<b>Community Relations</b>
11	More racial sensitivity training for City council members
8	Naming of street - Martin L. King, Jr.
2	Improve racial relations in community
2	Better communications between business & neighborhood
2	Primary concern in either Library or Dr. King Blvd. decision
1	Insensitive attitude of Comm. at large
1	City Council's insensitivity
0	Broad based understanding of the values of our Total Community
	<b>Individual Value</b>
3	More (better) appreciation of everyone's skills and values
1	Increase self esteem for teenage females
	<b>The Media</b>
3	Media "prostitution"
0	Decreasing negative media publicity

## The Second Evening: The Action Agenda

During the workshop, participants were organized into six working groups of from 10 to 20 persons each. Each group was charged with responsibility for one of the following areas of concern which emerged from first evening's meeting.

1. Physical improvements
2. Crime, Security, and Safety
3. Human Services
4. Economic Opportunity
5. Housing and Development
6. Community Leadership, Involvement, and Enrichment

For each major concern identified, participants were asked to address the issue according to the following format:

1. Restate the concern
2. Brainstorm one or more actions to address the concern
3. Identify one or more responsible parties for carrying out the action.

At the conclusion of the small group period, each group reported back to the entire gathering on the major recommendations of their group.

Following is a summary of the various concerns, actions, and responsible parties as identified during the meeting.

### Physical Improvements

<i>Action Item</i>	<i>Responsible Party</i>
<b>Community Appearance / Clean Up / Beautification</b>	
Widen Center Street - Sidewalks both sides - Curbing properly on all streets and avenues	City
Remove run-down / vacant buildings, old poolroom, barber shop, old club (Talk Town)	City
Clean up vacant lots. Property owners - do clean up or pay for clean up.	Property owners
Vacant lots - Plant grass - Pave for parking (churches) fence in - playgrounds - weigh danger	Community
Replace rusted & bent fence around ballfield	City
Clean up and landscape / beautify property Ex. Clark Tire Co.	Business owners / operators
Adopt a Spot - plant wildflowers Example: Lot across from Joan Fabrics (S. 127) plant wildflowers	Civic groups, Masons, churches, interested people, housing authority, community service jobs, businesses, homeowners, city, involve young adults (18-25) volunteer to head up Clendon Ramseur
Welcome sign to Hickory off 70 / S. Center	City - DOT
<b>Streets and Sidewalks - Clean Up</b>	
Street sweeper weekly or as regularly as needed, but no less often than weekly	City
People under community service	Office of probation & parole
Dumpsters - fumigated, cleaned out, replaced regularly	Public Works (City)
Business clean-up / landscape / beautify	Business

Consider making Center Street one way	City
Consider making 1st Street one way in and out of town	City
Identify lots needed to be purchased by City to remodel houses there or use for Habitat or Senior Citizens (calls for rezoning) for ownership.	City
<b>Lighting</b>	
Lighting - nice metal poles	City
Identify streets that need more lighting	Residents in area contact City
<b>Ridgeview Library</b>	
Pave parking lots around library where houses have been removed	No specific responsible party identified
Continuing expansion plans are improvement plans along w/Brown-Penn Center	No specific responsible party identified

### Crime, Security and Safety

<i>Action Item</i>	<i>Responsible Party</i>
<b>Drugs &amp; Prostitution - Target the Buyers</b>	
Some type of program and "Buyer Beware"	Community / Police
Explore legislation concerning loitering	City attorney
Group of citizens talk to DA about more aggressive prosecution	Community / Police
Make citizens aware that the law enforcement MUST have a detailed description in order to do anything about dealers - citizens	Community / Police
The drugs problem appears to be the foundation of all problems. In order to stop this, it must start in the home from the bottom up.	Family / Home
Education, preventive care. Police cannot do all the job alone. Every church, agency, school must work together.	Home, Church, School
<b>Drug Rehab for Parents and Children</b>	
Come up with constructive activities for children and adults	No specific responsible party identified
Close the revolving door for offenders. Don't lock them up one day and let them out the next day.	No specific responsible party identified
Have a drug walk - visual - "Take back the community"	No specific responsible party identified
<b>Loitering - Curfew</b>	
Curfew / age limits	City of Hickory
Neighborhood Watch	Community
No Loitering signs City Attorney "Legislation"	City
<b>Noise</b>	
Noise ordinance specifically for cars	City
Enforce discharge of fire arms	City
<b>Community Watch</b>	
Community Watch - organize this effort	Residents

### Human Services

<i>Action Item</i>	<i>Responsible Party</i>
<b>Activities for Kids</b>	
Outreach publicity for youth to agencies, of existing programs; funding for recreational programs	CVCC Department of Social Services

	Church Public Schools Mental Health Family Guidance News Media
Funding (more) for recreation	Corporate & Business Sponsors
Activities are available - need additional funding	Corporate & Business Sponsors
<b>School Drop Outs</b>	
Techniques to discourage the pursuit of Graduate Equivalent Degree at early age	Public schools & CVCC
Drop Out prevention programs	Parents & Guidance counselors
Career Development	Parents & Guidance counselors
<b>Teacher Minority Hiring</b>	
Contact with North Carolina teaching fellows	No specific responsible party identified
Community minorities to assist recruiter during recruiting	No specific responsible party identified
Welcoming Committee for new teachers in the area.	No specific responsible party identified
Marketing device to enhance new prospects *funding	No specific responsible party identified
<b>Drug Rehab</b>	
Steps to Success	Statesville (office in Hickory)
Phipps House	Greensboro
VA Program	Veterans Administration

### Economic Opportunity

<i>Action Item</i>	<i>Responsible Party</i>
<b>Develop Economic Base</b>	
Higher Tech Industries	No specific responsible party identified
Community awareness in Small Business Center	No specific responsible party identified
Work with CVCC to develop educational courses at Brown-Penn Center	No specific responsible party identified
Invest / Advise	No specific responsible party identified
Funding available for Small Businesses at low interest rate / loans or grants	No specific responsible party identified
<b>Minority Enterprise</b>	
Secure existing businesses	No specific responsible party identified
Financial Planners assistance	No specific responsible party identified
Workshop on how to get your product or service to the end user	No specific responsible party identified
Importance of networking	No specific responsible party identified
Need a company within neighborhood that rehabilitates houses, train and use residents from community as employees	No specific responsible party identified
Sub-contracting - Mini Hubs Area Work Stations	No specific responsible party identified
<b>Job Creation / Training</b>	
Summer job programs for all students	City of Hickory / Job counseling
Publish & list of job skills available with contacts	No specific responsible party identified
Co-op training	No specific responsible party identified
Task Force to identify needs	No specific responsible party identified
Identify and target those industries which provide the most achievable opportunities for Small Business	No specific responsible party identified

Site based job training for target community residents with CVCC & local industry needs	No specific responsible party identified
Develop a plan on how to establish a partnership with such industry / city and set up shop in community	No specific responsible party identified
<b>Financing for Improvements in Community</b>	
Make grants available from City	No specific responsible party identified
Community dollar support	No specific responsible party identified
Job fairs in the community	No specific responsible party identified
Seminars for Small Business Development	No specific responsible party identified
Training for process application	No specific responsible party identified
Job interviewing skills	No specific responsible party identified
Awareness / education on financial products available to community	No specific responsible party identified
Partnership business and industries and banks / City to create community revitalization fund	No specific responsible party identified
Goal benchmark plans	No specific responsible party identified

### Housing and Development

<i>Action Item</i>	<i>Responsible Party</i>
<b>Housing - More Revenue into Community / Affordable Housing</b>	
Lack of Housing (affordable)	Builders
Affordable Land	Developers / City / Banks; Habitat for Humanity
Development of Land	Developers / City / Banks; Habitat for Humanity
Smaller Developments	Developers / City / Banks; Habitat for Humanity
1-2 Family Duplexes	Developers / City / Banks; Habitat for Humanity
Down payment assistance	City / Banks
Better programs for people not qualifying for bank loans	Mortgage companies / Finance companies / Habitat
Knowledgeable tenants	No responsible party identified
Affordable interest	Banks / Mortgage companies / Finance companies
Incentives for investments of rental properties	City & banks
<b>Neglectful Landlords / Vacant Property</b>	
Inspection / Enforcement of City codes	Building inspector
Program for beautification of properties	Community
Community cleanup	Community / City
"House" of concern is all of Hickory - not just the Ridgeview area	Mayor
Build more houses	Bank ; City ; Habitat
Continue demolition of vacant houses that are non-standard	City
Moneys made available for better housing enforcement	Banks; 1st choice meeting; City
Upgrade substandard houses - apartments	Landlord / Banks / City
Tougher ordinances by City Council	City
<b>Why is Pat's Pool Room still open?</b>	
Building is sub-standard	Building Dept.
Private ownership	Owner
How does tenant continue to get licenses to operate?	City Clerk's Office
Needs presence of police more often	Police

Can pool room be re-established as a successful business?	Owner
Can another place be provided for these people to go?	Community
Strict enforcement of laws	Police
Facelift of property	Owner
<b>Tear down Inn Towner Motel</b>	
Somebody wants to purchase	Unknown
New management	No specific responsible party identified
Build other housing for tenants	City ; banks
Stricter law enforcement	Police
More Christians getting involved in community	Community ; Churches
Adaptive re-use	City
Close down completely	Building Inspections

### Community Leadership, Involvement, and Enrichment

<i>Action Item</i>	<i>Responsible Party</i>
<b>Church Involvement / Leadership</b>	
More leaders from each church	Refer to Hickory Ministerial Group
Each church should select a child for a scholarship into a Leadership Development Course	Refer to Hickory Ministerial Group
There is a ministers support system	No specific responsible party identified
Need a minister support system	No specific responsible party identified
Some churches decide how they want their pastors to be vocal	No specific responsible party identified
More than one church involved	Refer to Hickory Ministerial Group
More church unity in the community	Refer to Hickory Ministerial Group
<b>Leadership Development / Community Enrichment</b>	
More Blacks on Boards - information about positions being advertised through several communication channels i.e., newspaper, radio, TV	No specific responsible party identified
Being appointed to boards that make major decisions	No specific responsible party identified
Hire Forrest Toms as a consultant on training. Community Leadership Development	No specific responsible party identified
FACED Center can offer programs interacting within Hickory Business	No specific responsible party identified
<b>Role Models</b>	
Implementing a Mentoring program	No specific responsible party identified
<b>Parental Involvement and Training</b>	

Bring resources into the community to assist in parental training	No specific responsible party identified	
Getting parents to commit themselves to programs offered in the community	No specific responsible party identified	
Bring Department of Social Services as one of the agencies to come into the community. -- DSS to make it mandatory for mothers to attend parenting class. -- conduct these classes in the neighborhood.	Department of Social Services	
Referral books need to be issued to the ministers	No specific responsible party identified	
<b>Community Relations</b>		
Racial sensitivity training for City Council	No specific responsible party identified	
Naming MLK Blvd.	No specific responsible party identified	
	Take back to City Council with stronger demands	Community
	Community support, through petitions and involvement at Council meetings from the community	Community
	Deciding what street we want renamed	Community
	Role of Human Relations Council	No specific responsible party identified
	Possible candidate streets include: Highway 321; 127/S. Center Street/Highway 70	No specific responsible party identified



## **Questions and Answers / Recommendations**

### **Questions and Answers**

#### *What are the Ridgeview Strategies?*

In 1990, representatives of the City of Hickory met several times with citizens in the Ridgeview neighborhood to discuss concerns about safety and personal security in the area. The Hickory Police and Recreation Departments were particularly active in these meetings. In the same year, Hickory Police Department, after study of other cities, developed a Community Policing pilot program in Ridgeview - it was named *Police and Community Together* or *P.A.C.T.*

The community meetings continued sporadically until 1992, when the Ridgeview strategies were developed. From those strategies have come a number of improvements, including the renovation of the Brown Penn Recreation Center, the creation and development of the FACED Center and the programs the center provides for the community. The programs are for children from kindergarten through grade 12 and include an After-School Program, Saturday Study Buddies, and the Community Assistance and Achievement Program, which prepares students for the annual North Carolina examinations.

#### *How does this effort relate to the Ridgeview Strategies?*

The Ridgeview Strategies comprise an action plan whose component parts have been largely completed, or have set programs in place which are now up and running. (A copy of the original Ridgeview Strategies report, along with the most recent State Report on that effort, is available here). The two-day community meeting is not intended to replace the Ridgeview Strategies, but rather build upon the initiatives that resulted from those Strategies. In doing so, this new effort seeks to pull together a wide range of interests on a comprehensive approach to neighborhood revitalization.

### **Recommendations: Where do we go from here?**

#### *1. Establish Ridgeview Neighborhood Action Committee*

Given the multitude of interests involved in the revitalization of the Ridgeview neighborhood, and the need to coordinate the efforts of all parties involved, this report suggests that a Ridgeview Neighborhood Action Committee be convened as soon as possible.

For discussion purposes, this Action Committee might be comprised of representatives of at least the following interest groups and organizations:

- Area banks
- City Building Inspector
- City Council
- City Fire Department
- Community Appearance Commission
- Community Relations Council
- Concerned Citizens of Ridgeview
- Department of Social Services
- FACED
- Friends of Ridgeview Library
- NAACP
- Neighborhood business owners
- Neighborhood residents
- P.A.C.T.
- Planning and Development Department
- Planning Commission
- Public Housing Authority Board

- Ridgeview Ministers Council
- Ridgeview Recreation Council
- School Board

*2. Host a second community workshop as soon as possible.*

It is suggested that the Action Committee host a second community workshop as soon as arrangements can be made. The purpose of the second workshop would include the following objectives:

1. To increase participation in the revitalization effort, particularly from those interest groups who may not have been well represented at the initial workshop.
2. To make assignments to appropriate individuals and organizations to research and report back on programs already in place which address the concerns identified.
3. To identify gaps in the program, documenting such gaps, for corrective planning, budgeting and implementation over a six month, one year and five year period.

*3. Commit to holding additional community workshops at six-month intervals for the duration of the 5 Year Planning Period.*

To be successful, the revitalization effort for Ridgeview will require a concerted effort by many organizations working in a coordinated manner over an extended period of time. The problems facing Ridgeview developed over a period of several decades. It is therefore reasonable to expect that actions to eliminate these problems will require many years of sustained effort to be effective.

Community workshops held at no less than six-month intervals can be effective in sustaining efforts for revitalization. Six months is frequent enough to create accountability and maintain momentum, yet not so frequent as to burn out the participants.

*4. Conduct detailed action planning as the focus of future workshops.*

In contrast to the problem identification and initial action planning of the two evening workshop, future community meetings can be more focused on detailed action planning, perhaps incorporating the following format:

1. What is the goal?
2. How will we know when the goal has been reached? (e.g. construction completed, program in place, specific number of program participants, specific reduction in crime, etc.)
3. What are some specific benchmarks along the way?
4. What specific tasks must be done to achieve each benchmark?
5. Who, specifically and by name, will be responsible for accomplishing each task?
6. Who else should be involved in each task?
7. What resources are needed to reach each milestone?
  - a. People
  - b. Information
  - c. Money

**Ridgeview Redevelopment Plan  
Section 4**

***Ridgeview Strategies: Action Agenda***

**Physical Improvements**

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Community Appearance / Clean Up / Beautification</b>		
Widen Center Street - Sidewalks both sides - Curbing properly on all streets and avenues	City and property owners on South Center Street	Limited right-of-way in this area.  Sidewalks exist on the east side and on parts of the west side of South Center Street. Many curb and gutter projects have been completed since 1995. In Ridgeview, \$49,660 of CDBG funds have been spent on curb and gutter, paving and erosion control.
Remove run-down / vacant buildings, old poolroom, barber shop, old club (Talk Town)	City and property owners	Buildings still standing, but pool room and old club are no longer opened. The buildings are privately owned.
Clean up vacant lots. Property owners - do clean up or pay for clean up.	Property owners	Nuisance code enforcement increased since 1997 due to additional staff.
Vacant lots - Plant grass - Pave for parking (churches) fence in - playgrounds - weigh danger	Community	City mows its vacant lots every 5 to 6 weeks and when property owners do not comply, the city mows the overgrown lots and bills the property owners.  Play equipment has been added to existing park.
Replace rusted & bent fence around ballfield	City	The rusted fence

		was replaced in December 1995.
Clean up and landscape / beautify property Ex. Clark Tire Co.	Business owners / operators	
Adopt a Spot - plant wildflowers Example: Lot across from Joan Fabrics (S. 127) plant wildflowers	Civic groups, Masons, churches, interested people, housing authority, community service jobs, businesses, homeowners, city, involve young adults (18-25) volunteer to head up Clendon Ramseur	An Adopt-a-Spot is located on 1st Ave. SE and S. Center Street at the Hmong Station and one is located at 435 3rd Ave SW. The Community Appearance Commission is getting ready to promote the Adopt-a-Spot in hopes of getting more groups involved. With cooperation from some residents on South Center Street, trees were planted along the street in 1997 in accordance with the Landscape Master Plan. The Hickory High School Interact Club did a landscaping project on 1st Street SW, beside the library, in March 1999.
Welcome sign to Hickory off 70 / S. Center	City - DOT	
<b>Streets and Sidewalks - Clean Up</b>		
Street sweeper weekly or as regularly as needed, but no less often than weekly	City	The street sweeper current runs about once a month in Ridgeview and again when a citizen requests a street be swept. In July 1999, the city will purchase another street sweeper which will allow the sweeper to sweep the streets in Ridgeview at least once every three weeks.

People under community service	Office of probation & parole	In early 1999, the city and people needing to do community service started working together. Each Saturday, for eight hours, people needing community service hours, pick up trash in the city. They usually pick up trash along Ridgeview Streets three times a month.
Dumpsters - fumigated, cleaned out, replaced regularly	Public Works (City)	Dumpsters are cleaned out and fumigated when customers request that it be done. Trash is picked up from public waste bins on Monday, Wednesday and Friday.
Business clean-up / landscape / beautify	Business	Joan Fabrics has planted Burford hollies along the fence that runs on the NC 127 and South Center Street. More landscaping is planned. The company also removed two wooden signs that were located on top of the building.
Consider making Center Street one way	City	The City Center Plan was accepted in 1998, and it suggests that this street remain two-way traffic.
Consider making 1st Street one way in and out of town	City	The City Center Plan was accepted in 1998, and it suggests that this street remain two-way traffic.
Identify lots needed to be purchased by City to	City	Community

remodel houses there or use for Habitat or Senior Citizens (calls for rezoning) for ownership.		Development Division is exploring acquisition of vacant parcels for affordable housing.
<b>Lighting</b>		
Lighting - nice metal poles	City	Approximately 20 new light poles have been added since 1995. Lighting along South Center Street and 1st Street SW was upgraded with 82 strong, intense lights. Metal poles are cost prohibitive.
Identify streets that need more lighting	Residents in area contact City	In 2000, street lights will be added on NC 127 South. Suggest lighting inventory be completed and recommendations from community be solicited.
<b>Ridgeview Library</b>		
Pave parking lots around library where houses have been removed	No specific responsible party identified	Modified due to completion of new Ridgeview Library
Continuing expansion plans are improvement plans along w/Brown-Penn Center	No specific responsible party identified	Phase I - Design underway for the Ridgeview Recreation Center. Brown-Penn was renovated in 1994 and a new roof will be installed in spring 1999.

### Crime, Security and Safety

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Drugs &amp; Prostitution - Target the Buyers</b>		
Some type of program and "Buyer Beware"	Community / Police	
Explore legislation concerning loitering	City attorney	City Ordinance

		29-22 was passed.
Group of citizens talk to DA about more aggressive prosecution	Community / Police	Hickory Police Department talks regularly to the DA about cases and have a large measure of support.
Make citizens aware that the law enforcement MUST have a detailed description in order to do anything about dealers - citizens	Community / Police	The importance of descriptions of suspicious persons has been stressed at the Concerned Citizens of Ridgeview meetings, Community Watch meetings, and at the Housing Authority meetings.
The drugs problem appears to be the foundation of all problems. In order to stop this, it must start in the home from the bottom up.	Family / Home	
Education, preventive care. Police cannot do all the job alone. Every church, agency, school must work together.	Home, Church, School	
<b>Drug Rehab for Parents and Children</b>		
Come up with constructive activities for children and adults	No specific responsible party identified	
Close the revolving door for offenders. Don't lock them up one day and let them out the next day.	No specific responsible party identified	
Have a drug walk - visual - "Take back the community"	No specific responsible party identified	
<b>Loitering - Curfew</b>		
Curfew / age limits	City of Hickory	Idea investigated, but no action took place.
Neighborhood Watch	Community	An active neighborhood watch meets on the second Tuesday of each month.
No Loitering signs City Attorney "Legislation"	City	No Loitering signs are added at spots on an as needed basis.
<b>Noise</b>		
Noise ordinance specifically for cars	City	Civil citations are written for

		loud noises such as music from cars.
Enforce discharge of fire arms	City	No new laws; however laws that exist are strictly enforced.
<b>Community Watch</b>		
Community Watch - organize this effort	Residents	An active neighborhood watch meets on the second Tuesday of each month.

### Human Services

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Activities for Kids</b>		
Outreach publicity for youth to agencies, of existing programs; funding for recreational programs	CVCC Department of Social Services Church Public Schools Mental Health Family Guidance News Media	Recreation Department publishes quarterly newsletter of programs, events and activities which are made available to the community.
Funding (more) for recreation	Corporate & Business Sponsors	Recreation Council has received from City Council special appropriations totaling over \$44,000 since 1995. The 1999-2000 budget proposes \$18,000.
Activities are available - need additional funding	Corporate & Business Sponsors	Parks & Recreation Department continues to provide a variety of activities and services according to community demand and budgetary need.



<b>School Drop Outs</b>		
Techniques to discourage the pursuit of Graduate Equivalent Degree at early age	Public schools & CVCC	
Drop Out prevention programs	Parents & Guidance counselors	Hickory Public Schools hired truant officer in 1998.
Career Development	Parents & Guidance counselors	FACED Center has programs like "Teen Empowerment", which helps the youth decide the career that is best for them.
<b>Teacher Minority Hiring</b>		
Contact with North Carolina teaching fellows	No specific responsible party identified	
Community minorities to assist recruiter during recruiting	No specific responsible party identified	
Welcoming Committee for new teachers in the area.	No specific responsible party identified	
Marketing device to enhance new prospects *funding	No specific responsible party identified	
<b>Drug Rehab</b>		
Steps to Success	Statesville (office in Hickory)	
Phipps House	Greensboro	
VA Program	Veterans Administration	

### Economic Opportunity

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Develop Economic Base</b>		
Higher Tech Industries	No specific responsible party identified	Land for industrial development in community is limited. Vanpooling program is in place to meet the transportation needs of those who must go outside the community for higher wage jobs.
Community awareness in Small Business Center	No specific responsible party identified	
Work with CVCC to develop educational courses at Brown-Penn Center	No specific responsible party identified	
Invest / Advise	No specific responsible party identified	
Funding available for Small Businesses at low interest rate / loans or grants	No specific responsible party identified	
<b>Minority Enterprise</b>		

Secure existing businesses	No specific responsible party identified	
Financial Planners assistance	No specific responsible party identified	
Workshop on how to get your product or service to the end user	No specific responsible party identified	
Importance of networking	No specific responsible party identified	Black Business Directory entitled "A Vision in Black" was published in the Spring 1997 by Hillside Gardens Resource Center.
Need a company within neighborhood that rehabilitates houses, train and use residents from community as employees	No specific responsible party identified	Inter-Faith Housing Development Corp. serves this purpose.
Sub-contracting - Mini Hubs Area Work Stations	No specific responsible party identified	
<b>Job Creation / Training</b>		
Summer job programs for all students	City of Hickory / Job counseling	Recreation Department has a minimum hiring age of 16. Other City jobs are open to applicants 18 years and older.
Publish & list of job skills available with contacts	No specific responsible party identified	City job listings posted weekly at recreation center and library.
Co-op training	No specific responsible party identified	
Task Force to identify needs	No specific responsible party identified	
Identify and target those industries which provide the most achievable opportunities for Small Business	No specific responsible party identified	
Site based job training for target community residents with CVCC & local industry needs	No specific responsible party identified	
Develop a plan on how to establish a partnership with such industry / city and set up shop in community	No specific responsible party identified	Addressed in 1st/2nd Avenue SE/SW Business Plan. Portions of the community were certified by the State as an Enterprise Zone in early 1999. This certification

		encourages industrial location in the area through tax incentives.
<b>Financing for Improvements in Community</b>		
Make grants available from City	No specific responsible party identified	City funded Appearance Improvement Grant established in 1999. Applications available through the Community Appearance Commission.
Community dollar support	No specific responsible party identified	
Job fairs in the community	No specific responsible party identified	
Seminars for Small Business Development	No specific responsible party identified	FACED Center
Training for process application	No specific responsible party identified	FACED Center
Job interviewing skills	No specific responsible party identified	FACED Center
Awareness / education on financial products available to community	No specific responsible party identified	
Partnership business and industries and banks / City to create community revitalization fund	No specific responsible party identified	Loan Pool established with local banks as result of 1st/2nd Avenue SW/SW Business Plan. Businesses have shown little interest to date.
Goal benchmark plans	No specific responsible party identified	

### Housing and Development

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Housing - More Revenue into Community / Affordable Housing</b>		
Lack of Housing (affordable)	Builders	Community Development Division is exploring options for an affordable housing subdivision on vacant land at 3rd Street Place and 3rd Street Court

		SW.
Affordable Land	Developers / City / Banks; Habitat for Humanity	
Development of Land	Developers / City / Banks; Habitat for Humanity	Many of the lots in the community are non-conforming and unsuitable for housing unless lots were consolidated to create lots of conforming size.
Smaller Developments	Developers / City / Banks; Habitat for Humanity	City Center proposed regulating plan calls for single or two family developments.
1-2 Family Duplexes	Developers / City / Banks; Habitat for Humanity	City Center proposed regulating plan calls for single or two family development as opposed to large multi-family complexes.
Down payment assistance	City / Banks	The City has a down payment assistance program for first time home buyers. City-wide, 81 home buyers have been assisted since 1995.
Better programs for people not qualifying for bank loans	Mortgage companies / Finance companies / Habitat	
Knowledgeable tenants	No responsible party identified	Brochures regarding tenant/landlord laws are available at the library.
Affordable interest	Banks / Mortgage companies / Finance companies	Interest rates are currently at lowest point in years.
Incentives for investments of rental properties	City & banks	Community Development Division

		administers a Rental Rehabilitation program.
<b>Neglectful Landlords / Vacant Property</b>		
Inspection / Enforcement of City codes	Building inspector	Staff operates on a complaint basis. Additional personnel was added in 1997 to handle nuisance code.
Program for beautification of properties	Community	Adopt-a-Spot is administered by the Appearance Commission.
Community cleanup	Community / City	The Community Watch group is organizing a clean up in the summer of 1999.
"House" of concern is all of Hickory - not just the Ridgeview area	Mayor	Unclear reference
Build more houses	Bank ; City ; Habitat	Options and available lots are being explored by Habitat and City.
Continue demolition of vacant houses that are non-standard	City	Since 1995, \$62,579 of CDBG has been allocated to purchase and demolish abandoned properties.
Moneys made available for better housing enforcement	Banks; 1st choice meeting; City	The 1999-2000 budget proposed funding for additional code enforcement staff.
Upgrade substandard houses - apartments	Landlord / Banks / City	Recommend area survey to identify sub-standard dwellings.
Tougher ordinances by City Council	City	Minimum Housing Code was amended in 1998 to

		require a particular method of boarding up abandoned and unsafe structures.
<b>Why is Pat's Pool Room still open?</b>		
Building is sub-standard	Building Dept.	
Private ownership	Owner	
How does tenant continue to get licenses to operate?	City Clerk's Office	
Needs presence of police more often	Police	There are 12 officers in DAVID PACT and one full-time investigator, and more are added if needed.
Can pool room be re-established as a successful business?	Owner	
Can another place be provided for these people to go?	Community	
Strict enforcement of laws	Police	
Facelift of property	Owner	
<b>Tear down Inn Towner Motel</b>		
Somebody wants to purchase	Unknown	The Inn Towner Motel was torn down in 1996.
New management	No specific responsible party identified	
Build other housing for tenants	City ; banks	
Stricter law enforcement	Police	
More Christians getting involved in community	Community ; Churches	
Adaptive re-use	City	
Close down completely	Building Inspections	

### Community Leadership, Involvement, and Enrichment

<i>Action Item</i>	<i>Responsible Party</i>	<i>Implementation</i>
<b>Church Involvement / Leadership</b>		
More leaders from each church	Refer to Hickory Ministerial Group	
Each church should select a child for a scholarship into a Leadership Development Course	Refer to Hickory Ministerial Group	
There is a ministers support system	No specific responsible party identified	
Need a minister support system	No specific responsible party identified	
Some churches decide how they want their pastors to be vocal	No specific responsible party identified	

More than one church involved	Refer to Hickory Ministerial Group	
More church unity in the community	Refer to Hickory Ministerial Group	
<b>Leadership Development / Community Enrichment</b>		
More Blacks on Boards - information about positions being advertised through several communication channels i.e., newspaper, radio, TV	No specific responsible party identified	There are at least 12 community members on Hickory's boards and commissions.
Being appointed to boards that make major decisions	No specific responsible party identified	Three members of the Ridgeview Community sit on the Hickory by Choice committee.
Hire Forrest Toms as a consultant on training. Community Leadership Development	No specific responsible party identified	
FACED Center can offer programs interacting within Hickory Business	No specific responsible party identified	
<b>Role Models</b>		
Implementing a Mentoring program	No specific responsible party identified	FACED Center
<b>Parental Involvement and Training</b>		
Bring resources into the community to assist in parental training	No specific responsible party identified	
Getting parents to commit themselves to programs offered in the community	No specific responsible party identified	
Bring Department of Social Services as one of the agencies to come into the community. -- DSS to make it mandatory for mothers to attend parenting class. -- conduct these classes in the neighborhood.	Department of Social Services	
Referral books need to be issued to the ministers	No specific responsible party identified	
<b>Community Relations</b>		
Racial sensitivity training for City Council	No specific responsible party identified	Police department initiatives in place. Building Community from Diversity addressed issue and many organizations have plans for follow-up activities and

			events. Possible Community Relations Council project.
Naming MLK Blvd.		No specific responsible party identified	The Martin Luther King, Jr. Boulevard was dedicated in November 1995. This boulevard is on US 321 from Old Lenoir Road, to US 70 SW.
	Take back to City Council with stronger demands	Community	
	Community support, through petitions and involvement at Council meetings from the community	Community	
	Deciding what street we want renamed	Community	
	Role of Human Relations Council	No specific responsible party identified	
	Possible candidate streets include: Highway 321; 127/S. Center Street/Highway 70	No specific responsible party identified	