The Soul of the Northwest Corridor Initiative is being coordinated by the Center for Applied Leadership and Community Development and was made possible by funding from the Office of the President and Smith Institute for Applied Research.
JCSU and Civic Engagement

As Charlotte’s premier, independent urban university, Johnson C. Smith University’s (JCSU) passion for civic engagement is illustrated through the action, thought, and creativity of the students, faculty, administrators and staff who define the value of their education in terms of a responsibility to serve.
JCSU and Civic Engagement continued

To saddle its vision of civic engagement and service learning, JCSU launched the Center for Applied Leadership and Community Development (CALCD) in 2009. CALCD connects JCSU’s faculty, student body, and academic and research capacities with leaders in business, local government, nonprofit and faith-based
JCSU and Civic Engagement continued

institutions in the greater Charlotte/Mecklenburg region, as well as the thirty (30) historic neighborhoods and other community-based organizations along Charlotte’s Northwest Corridor to develop constructive approaches to resolve the human, economic and social crises found throughout the region.
JCSU and Civic Engagement continued

The Center seeks to implement successful, sustainable strategies for neighborhood development, economic empowerment and community revitalization to assist the disenfranchised in the region that have been marginalized by decades of under investments and/or disinvestments.
JCSU and Community Revitalization Efforts

Under the direction of Dr. Ronald L. Carter, the University renewed its commitment to the Northwest Corridor and has taken a leadership role in the revitalization efforts. JCSU is serving as the facilitator and convener, as well as lending intellectual capital and financial resources to the Initiative.
JCSU and Community Revitalization Efforts

The Initiative is a broad-based collaborative effort to enhance the quality of life and stimulate the economy of the Beatties Ford Road Corridor. The Center for Applied Leadership and Community Development (CALCD) has been integrally involved in this initiative. As convener and facilitator for revitalization
JCSU and Community Revitalization Efforts cont’d

efforts, the Center has implemented the *Soul of the Northwest Corridor Initiative*, which provides evidence-based guidance for neighborhood leaders seeking to create long-term positive change within the Corridor. The *Soul of the Northwest Corridor Initiative* is patterned after the James S. and John L. Knight
JCSU and Community Revitalization Efforts cont’d

Foundation’s Soul of the Community Project and is a leading-edge community planning model that has not been used before at the neighborhood level. Its application in Charlotte is a first in the nation.
Soul of the Community-National

A $2.371 million project funded in 2008-2010 by Knight Foundation in partnership with Gallup to understand resident attachment to place, what drives it and why it matters in 26 U.S. communities (n=43,000).
Knight SOTC Study

Soul of the Northwest Corridor

GALLUP

JOHNSON C. SMITH UNIVERSITY

CHARLOTTE'S PREMIER INDEPENDENT URBAN UNIVERSITY
National Trends Over Three Years

• An important and significant correlation between resident attachment and the local economic growth of a community.

• Resident perceptions of a community's openness, social offerings and aesthetics are key to attaching residents to community.

• Overall attachment of the 26 communities has stayed flat--and perceptions of the local economy remain NOT a key driver to resident attachment.

• Young talent is perceived to be one of the least welcomed groups in the communities studied.
Survey Methodology

- Survey conducted by Gallup in Charlotte’s Northwest Corridor, defined by JCSU as ZIP codes 28208 and 28216
- Telephone interviews with 1,004 randomly identified adults aged 18+
- Interviewing conducted in December 2010
- Data was weighted to reflect the adult population by age, gender, race and ethnicity.
Community Attachment Groups

Attachment Mean:
- Northwest Corridor: 3.68
- Charlotte MSA: 3.70
- Knight Communities: 3.57

100%
- Attached
  - Northwest Corridor: 33%
  - Charlotte MSA: 26%
  - Knight Communities: 25%

75%
- Neutral
  - Northwest Corridor: 29%
  - Charlotte MSA: 39%
  - Knight Communities: 35%

50%
- Not Attached
  - Northwest Corridor: 37%
  - Charlotte MSA: 36%
  - Knight Communities: 40%

Soul of the Northwest Corridor
### Ranking of Attachment Drivers

<table>
<thead>
<tr>
<th>Factor</th>
<th>NWC</th>
<th>Charlotte</th>
<th>Knight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Openness</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Social Offerings</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Aesthetics</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Safety</td>
<td>4</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Leadership</td>
<td>5</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Basic Services</td>
<td>6</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Economy</td>
<td>7</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Education</td>
<td>8</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Social Capital</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Involvement</td>
<td>10</td>
<td>10</td>
<td>10</td>
</tr>
</tbody>
</table>
Strengths-Weaknesses
Opportunity Map

Soul of the Northwest Corridor

Strength

Critical Opportunity

Influence on Attachment

Performance

GALLUP

Leadership-NWC

Economy-NWC

Basic Services-NWC

Education-NWC

Openness-NWC

Aesthetics-NWC

Social Offerings-NWC

Leadership-CHAR

Economy-CHAR

Basic Service-CHAR

Education-CHAR

Openness-CHAR

Aesthetics-CHAR

Social Offerings-CHAR

Social Capital-NWC

Social Capital-CHAR

Involvement-NWC

Involvement-CHAR
Openness

How welcoming the community is to different types of people.

% High Rating on Openness Measures

- Senior Citizens: NWC 40%, Charlotte 25%, Knight 21%
- Racial/Ethnic Minorities: NWC 38%, Charlotte 22%, Knight 21%
- Families With Young Children: NWC 37%, Charlotte 27%, Knight 25%
- Gay and Lesbian: NWC 25%, Charlotte 19%, Knight 14%
- Young Talented College Graduates: NWC 21%, Charlotte 18%, Knight 13%
- Immigrants: NWC 28%, Charlotte 19%, Knight 21%
- College Students: NWC 24%, Charlotte 20%

Community is a good place to live for…

**Results for question not included in overall domain score.
NA = Not asked

Soul of the Northwest Corridor
Social Offerings
The opportunities for positive social interaction in the community.

% High Rating on Social Offerings Measures

- Plenty of Entertainment Options*
- Good Place to Make Friends and Meet People
- Other People Care About Each Other
- Arts and Cultural Opportunities**
- Availability of Social Community Events**
- Overall Social Offerings

NWC Charlotte Knight

- 23% 27% 28%
- 23% 19% 26%
- 11% 12% 12%
- 23% 31% 35%
- 19% 31% 33%
- 26% 22% 23%

*Question wording was different in Knight survey; results are not directly comparable.
**Results for question not included in overall domain score.
Aesthetics

The natural and created beauty of a place.

% High Rating on Aesthetics Measures

Parks, Playgrounds and Trails

<table>
<thead>
<tr>
<th></th>
<th>NWC</th>
<th>Charlotte</th>
<th>Knight</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>32%</td>
<td>40%</td>
<td></td>
</tr>
</tbody>
</table>

Beauty or Physical Setting

<table>
<thead>
<tr>
<th></th>
<th>NWC</th>
<th>Charlotte</th>
<th>Knight</th>
</tr>
</thead>
<tbody>
<tr>
<td>28%</td>
<td>37%</td>
<td>35%</td>
<td></td>
</tr>
</tbody>
</table>

Overall Aesthetics

<table>
<thead>
<tr>
<th></th>
<th>NWC</th>
<th>Charlotte</th>
<th>Knight</th>
</tr>
</thead>
<tbody>
<tr>
<td>29%</td>
<td>35%</td>
<td>38%</td>
<td></td>
</tr>
</tbody>
</table>
Life Evaluation: Why Residents Expect Better Future

Main reason life will be better in the future

- Will get more education: 17%
- Will get better job: 11%
- Hopeful/staying positive: 10%
- Will get a job: 9%
- Goals: 8%
- Economy improving: 7%
- Finances improving/stability: 5%
- Life changes/moving: 5%
- Belief in God/religion: 4%
- Health improving: 3%

Note: Only most frequently mentioned categories shown.
Life Evaluation: Why Residents Expect Worse Future

Main reason life will be worse in the future

- Economy: 27%
- Health declining: 16%
- Age: 13%
- Finances declining: 5%
- Will lose job: 3%
- Life changes/moving: 3%

Note: Only most frequently mentioned categories shown.
## Neighborhood: Why Residents Expect Better Future

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improvements/development/positive changes</td>
<td>32%</td>
</tr>
<tr>
<td>Good neighbors/families/community involvement</td>
<td>15%</td>
</tr>
<tr>
<td>Older established neighborhood/people staying</td>
<td>11%</td>
</tr>
<tr>
<td>Good neighborhood/will stay the same</td>
<td>9%</td>
</tr>
<tr>
<td>Crime declining</td>
<td>6%</td>
</tr>
<tr>
<td>New people moving in/out</td>
<td>4%</td>
</tr>
<tr>
<td>People/neighbors (non-specific)</td>
<td>3%</td>
</tr>
<tr>
<td>Staying positive/faithful/belief in higher power</td>
<td>3%</td>
</tr>
</tbody>
</table>

Note: Only most frequently mentioned categories shown.
Neighborhood: Why Residents Expect Worse Future

Main reason neighborhood will be worse in the future

- Development: 27%
- New people moving in/out: 12%
- Bad neighbors/families/dislike neighbors: 10%
- Too much development/loud/crowded: 4%
- Older/established neighborhood: 4%
- Crime increasing: 3%
- Bad neighborhood/reputation/no positive changes: 3%
- People/neighbors (non-specific): 3%

Note: Only most frequently mentioned categories shown.
From Research to Revitalization

Beatties Ford Road is a major transportation route from uptown Charlotte. It serves as the gateway along the Northwest Corridor for thirty (30) neighborhoods, many of whom are historic. For two (2) decades the area has seen significant economic and social decline.
## From Research to Revitalization continued

### Neighborhoods Along The Corridor

<table>
<thead>
<tr>
<th>Avery Glen</th>
<th>Dalebrook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beatties Ford Park</td>
<td>Davis Meadows</td>
</tr>
<tr>
<td>Biddleville/Smallwood/Five Points</td>
<td>Eleanor Heights</td>
</tr>
<tr>
<td>Capps Hill Village</td>
<td>Firestone</td>
</tr>
<tr>
<td>Cindy Park</td>
<td></td>
</tr>
</tbody>
</table>

Soul of the Northwest Corridor  

[Johnson C. Smith University]
From Research to Revitalization continued

Neighborhoods Along The Corridor

Garden City
Griers Grove
Garden Park/Northwood Hills/Northwood Park
Hamilton Circle/Hamilton Village
Historic Washington Heights
From Research to Revitalization continued

Neighborhoods Along The Corridor

Hyde Park
Lakeview Village
Lincoln Heights
McCrorey Heights
Northwood Estates
Oaklawn Park
Oakview Terrace
Seversville
Slater Springs
Taylor-LaSalle
From Research to Revitalization continued

Neighborhoods Along The Corridor

Trinity Park       University Park
Wedgewood         Wesley Heights
Wilson Heights    Linda Vista
Recognizing that there is strength in numbers, the neighborhoods along the Northwest Corridor have organized into a coalition known as the *Historic West End Neighborhood Association* (HWENA).

*HWENA* is an informal gathering of the presidents of 15-plus neighborhood...
From Research to Revitalization continued

associations and other community-based entities that call the Northwest Corridor home. The group meets monthly and share information on areas of interest that affect the quality of life in the Corridor.
From Research to Revitalization continued

HWENA has identified the following work areas as priorities:

- Corridor Image and Branding
- Neighborhood Infrastructure and Amenities
- Corridor Revitalization Efforts
From Research to Revitalization continued

- Advocacy and Public Policy

Each neighborhood, utilizing a Community Worksheet based on the top identified “drivers for attachment” will identify projects, programs, initiatives or strategies for their respective neighborhoods, as well as the Corridor as a whole.
In addition, the neighborhoods will also use the survey findings to:

- Review and revise existing neighborhood plans
- Review current and future development plans for consistency and recommend changes, if needed
From Research to Revitalization continued

• Advocate for new or revised public policies
From Research to Revitalization continued

Johnson C. Smith University (JCSU) has an unwavering commitment to serving its neighborhood constituencies by actively leading the push in identifying revitalization opportunities to spur economic growth and development along the Northwest Corridor.
From Research to Revitalization continued

JCSU, through a number of public/private partnerships, is initially implementing four (4) strategic projects and they include:

- Design and installation of public art at the underpass of I-77 and West Trade Street.
From Research to Revitalization continued

- Adaptive re-use of the old Griffin Tire Company as the new JCSU Arts Factory, a 15,000 sq. ft. teaching facility for dance, painting, sculpture and the performing arts.

- Creation of MOSAIC Village, a mixed-use development (residential/retail/commercial space).
From Research to Revitalization continued

- Relocation of the JCSU Bookstore and Print Shop to an off-campus site at the corner of 5th Street and Beatties Ford Road.
The aforementioned projects are the initial developments in Phase I of the revitalization efforts. However, the beat goes on…..

The *Soul of the Northwest Corridor Initiative* and survey findings will continue to be at the heart of future re-development activities.
Questions/Answers/ Wrap-Up