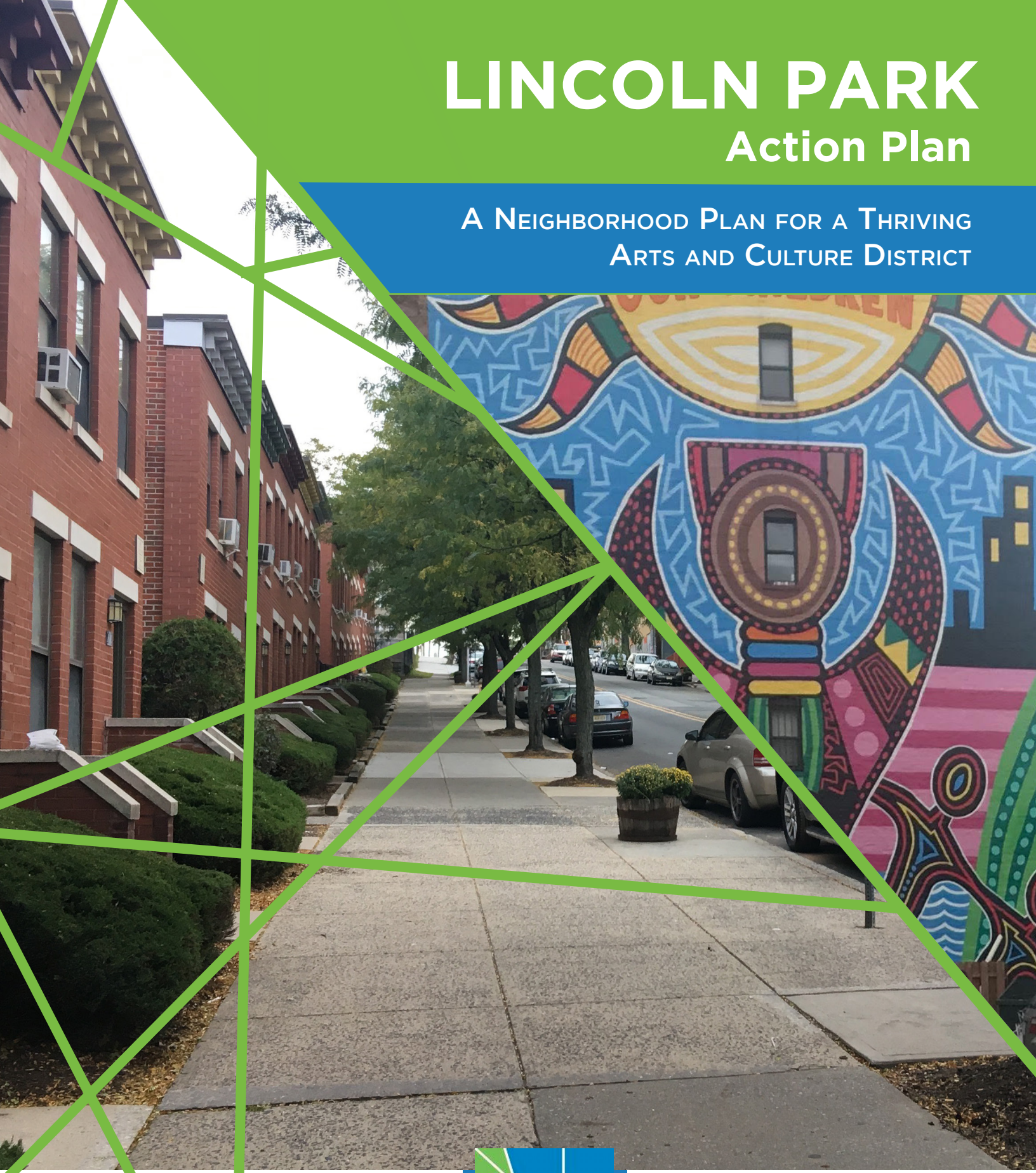


# LINCOLN PARK

## Action Plan

A NEIGHBORHOOD PLAN FOR A THRIVING  
ARTS AND CULTURE DISTRICT



Prepared for the Lincoln Park  
Neighborhood



Prepared by Topology







# FOREWORD

**“Wherever American cities are going, Newark will get there first.”**

**– Mayor Kenneth A. Gibson (Mayor of Newark 1970-1986)**

Newark is changing, and nowhere is that change more evident than the Lincoln Park Neighborhood. Over the past decade, emerging gentrification pressures, the closing of long-time small businesses, and the struggle of the neighborhood’s non-profit organizations have led us to a pivotal juncture.

Will Lincoln Park let change happen to it or will Lincoln Park drive the change?

When we jointly applied for a Wells Fargo Regional Foundation (WFRF) planning grant in 2017, we did so knowing that we needed to make a concerted effort to engage neighborhood residents, institutions, and businesses. Not only to satisfy the provisions of the grant, but to change the way we viewed the neighborhood - its residents, its institutions, its businesses, and its relationship to the City of Newark – and the way the neighborhood viewed us.

Fundamentally, we wanted to change the way we both do our work here in Lincoln Park.

For Community Asset Preservation Corporation (CAPC), this meant working intentionally in the neighborhood where we come to work every day. It meant deepening our relationship with Lincoln Park Coast Cultural District (LPCCD) and building on our decade of partnership in the transformation of the housing stock in the Lincoln Park Neighborhood. It also meant looking introspectively into how we are going to partner to achieve the goals set forth in this plan.

For LPCCD, we wanted to return to our roots as an arts and cultural organization working with and for the residents and artists that call the Lincoln Park Neighborhood home. We wanted to engage our partners in the neighborhood more intentionally so that our collective work lifts up the residents, institutions, and businesses in the neighborhood. For us, it meant working to improve our internal structures and the way we organize to empower residents.

This plan represents more than a year of hard work by more than a hundred individuals looking to position Lincoln Park as a vibrant arts and culture scene, healthy and engaged, with economic opportunities for all residents.

Jeffrey Crum  
Chief Investment Officer  
New Jersey Community Capital

Anthony Smith  
Executive Director  
Lincoln Park Coast Cultural District

# ABOUT US

## COMMUNITY ASSET PRESERVATION CORPORATION

Community Asset Preservation Corporation (CAPC) is the Real Estate development subsidiary of New Jersey Community Capital (NJCC), a federally designated Community Development Financial Institution (CDFI). CAPC acquires vacant and abandoned properties to stabilize and revitalize communities. CAPC partners with local community builders and contractors to rehabilitate and return properties to productive use as quality, affordable housing. It is one of the largest non-profit real estate developers in the State of New Jersey.

Since 2013, CAPC's office has been located at 421 Halsey Street in the heart of the Lincoln Park Neighborhood. CAPC has previously partnered with LPCCD to develop 36 units of housing.

## LINCOLN PARK COAST CULTURAL DISTRICT

Lincoln Park Coast Cultural District (LPCCD) is working to transform the neighborhood with a mission to plan, design, and build a comprehensive arts and cultural district in the Lincoln Park/Coast area of the City of Newark, New Jersey. LPCCD was founded through the vision and assistance of local residents, civic leaders, business professionals, and the City Administration in the late 1990s. Formally incorporated in 2002, LPCCD has been working to develop arts and culture programming and sustainable housing options in the neighborhood.

LPCCD created and facilitates the annual Lincoln Park Music Festival that draws 50,000 people to the neighborhood. Over the last 15 years, they have also developed more than 100 units of housing in the Lincoln Park Neighborhood.





# ACKNOWLEDGMENTS

## PLAN FUNDER

Wells Fargo Regional Foundation

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Emilio Panasci, Lincoln Park Resident  
Maria Pilar Paradiso, LINK School  
Anthony Schuman, LPCCD Board  
Det. Michael Silva, Newark Police Dept.  
Michelle Truvillion, Lincoln Park Resident  
Kim Williams, Lincoln Park Resident

## NEIGHBORHOOD PARTNERS & INSTITUTIONS

Great Oaks Legacy Charter High School  
Newark Symphony Hall  
Rutgers University – Newark  
Integrity House

LINK Community Charter School  
Newark Arts Council  
The New Jersey Institute of Technology

## GOVERNMENT PARTNERS & ELECTED OFFICIALS

The City of Newark & The Newark Municipal Council  
Hon. Mayor Ras J. Baraka  
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# EXECUTIVE SUMMARY

Lincoln Park is striving to be the premier arts and cultural district in New Jersey. The neighborhood, located in the heart of New Jersey's largest city and surrounding one of the three original colonial-era 'commons', is home to dozens of artists, arts organizations, and creatives. Lincoln Park is also the home of many long-time residents, new immigrants, and vital community organizations and services used by residents and visitors alike.

As a neighborhood in transition, Lincoln Park's residents, stakeholders, Community Asset Preservation Corporation (CAPC), and Lincoln Park Coast Cultural District (LPCCD) utilized the Wells Fargo Regional Foundation's (WFRF) planning grant to evaluate needs, establish goals, and ultimately develop a 10-year plan for the future of the Lincoln Park Neighborhood. The resulting plan creates a framework for increasing the production of affordable and market-rate housing, fostering entrepreneurship and supporting neighborhood businesses, empowering residents, and creating a healthier, more active, and better connected neighborhood. This plan also sets forth implementable strategies to realize specific outcomes in each of those thematic areas.

## PLANNING PROCESS

Led by LPCCD and CAPC, with technical assistance provided by Topology and New Jersey Community Capital's Community Strategies team, the Lincoln Park Action Plan began in May 2018 and was completed in August 2019. This 15-month planning process was created in partnership with community leaders and builds on previous planning efforts and strategic discussions led by LPCCD. The planning process prioritized connecting with residents, understanding existing conditions and data, and having a Steering Committee made up of residents and stakeholders who helped to shape the final planning document.

LPCCD facilitated the collection of data through resident surveys, several community forums, a parcel-level property survey, secondary data gathering, and numerous focus groups. Resident input was integrated into the planning team's research, data analysis, and maps to provide a comprehensive picture of the neighborhood and the thematic areas that are ultimately articulated in this document. A 15-person Steering Committee made up of residents and representatives from neighborhood institutions and City-wide partners guided the process and ultimately gave the plan many of its more grounded strategy recommendations.

## PROJECT THEMES

The Lincoln Park Action Plan covers six key, related themes. These themes represent the highest priority areas expressed by Lincoln Park residents and stakeholders. Embedded within each theme, targeted goals and strategies have been developed to help the Lincoln Park Neighborhood realize its 10-year vision.



## **ARTS, CULTURE, & RECREATION**

LPCCD and the community renewed its commitment to provide high-quality arts programming, foster a sense of pride in the cultural diversity and history of the neighborhood, and ensure that residents and visitors have recreational opportunities that rival other neighborhoods in Newark and beyond. Building Lincoln Park into a premier arts and culture district will require residents and partner organizations to come together.

## **HOUSING**

As the City of Newark continues to experience unprecedented levels of private investment and speculation, displacement and gentrification are already becoming a real threat to Lincoln Park. LPCCD's goal is to increase housing security for existing residents and to catalyze the development of 250 additional housing units in Lincoln Park over the next 10 years so that families, seniors, artists, and others can call the neighborhood home.

## **ECONOMIC DEVELOPMENT**

In order to support the area's growing cache as an arts district and ensure that residents have the skills needed to enter into the established and emerging finance, information technology, and professional service jobs available in Newark and the surrounding region, the strategies set in this section aim to improve workforce development and economic opportunity in Lincoln Park. Additional strategies in this section target supporting entrepreneurs and the men and women working in the arts and the larger creative/maker sector.

## **COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP**

Residents of Lincoln Park have proven, time and again, that they are leaders – in their children's schools, in the workplace, and in the community – and now they will build on this track record in a more formal way. Much of this plan's success hinges on organizing and empowering residents and existing groups to own and continue to address their common challenges. This section envisions strategies that will help residents and stakeholders find and exercise their collective voice.

## **MOBILITY, INFRASTRUCTURE, & SAFETY**

This section proposes strategies to improve residents' ability to get around the neighborhood, the state of neighborhood infrastructure, and the safety of residents. The strategies seek to make investments in public spaces so the Lincoln Park Neighborhood is well-functioning and safe place to live, work, and recreate.

## **RESIDENT SERVICES & SUPPORTS**

As part of a more robust approach to neighborhood services and public health, LPCCD will look to develop explicit agreements with human service partners in and around the neighborhood to link residents with existing programs in the City while working to identify long-term services and supports for youth, senior citizens, and special populations more locally.





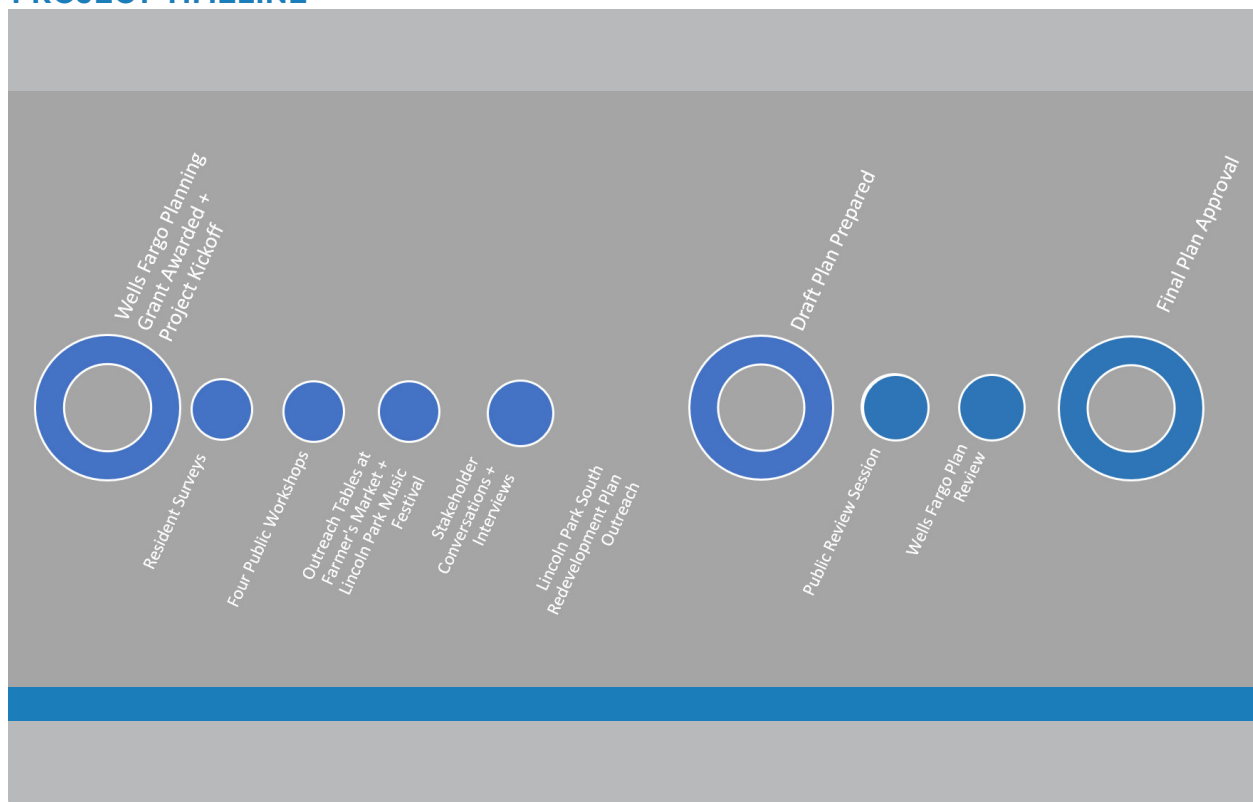


Lincoln Park Coast Cultural District (LPCCD) and Community Asset Preservation Corporation (CAPC), in collaboration with Topology and New Jersey Community Capital's Community Strategies Team, facilitated a resident-driven neighborhood planning process that resulted in the Lincoln Park Action Plan. This plan builds on several planning efforts undertaken by LPCCD and the City over the last twenty (20) years aimed at aligning strategies for revitalization with evolving neighborhood conditions. The Lincoln Park Action Plan addresses six key themes identified by the community and provides measurable goals and implementable strategies for each theme.

The Lincoln Park Action Plan development process was supported by the Wells Fargo Regional Foundation (WFRF) through their Neighborhood Planning Grant program. This grant program provides funding to community organizations as they develop community-driven revitalization plans that address the human, physical, and social goals of a defined neighborhood.

LPCCD's work in the Lincoln Park Neighborhood has positively impacted the housing and social environment since the completion of the initial Lincoln Park Neighborhood Plan submitted to the New Jersey Department of Community Affairs' (DCA) Neighborhood Revitalization Tax Credit (NRTC) program in 2006. The Lincoln Park Neighborhood continues to face challenges related to housing, jobs and economic development, as well as mobility and safety. The Lincoln Park Action Plan strives to create an implementable 10-year plan to position Lincoln Park as a healthy and engaged community with a vibrant arts and culture scene and economic opportunities for all residents.

## PROJECT TIMELINE



# PLANNING PROCESS + HISTORY

Located at the confluence of major physical and political boundaries, Lincoln Park is situated along the southern end of Newark's bustling downtown business district. The neighborhood serves as a hub of activity due to the presence of two City arteries - Mayor Kenneth A. Gibson Boulevard (Broad Street) and Clinton Avenue. As an extended runway from Newark Liberty International Airport, Mayor Kenneth A. Gibson Boulevard (Broad Street) connects the neighborhood to opportunities for international commerce and the arts as travelers must pass through the neighborhood to get to Downtown Newark and northern suburbs. The convergence of local, regional and international activity all takes place around an idyllic, six-acre greenspace under the watchful eye of iconic, turn-of-the-century towers and brownstones.

The combination of location and history have played a crucial role in the ongoing growth, development, and unique, artistic character of the area. Lincoln Park has been a community on the rise for the past four decades. The neighborhood, colloquially referred to as "The Coast," is leveraging its location and its history to write the next great chapter in Newark's renaissance and position itself as the region's premier arts and culture district.

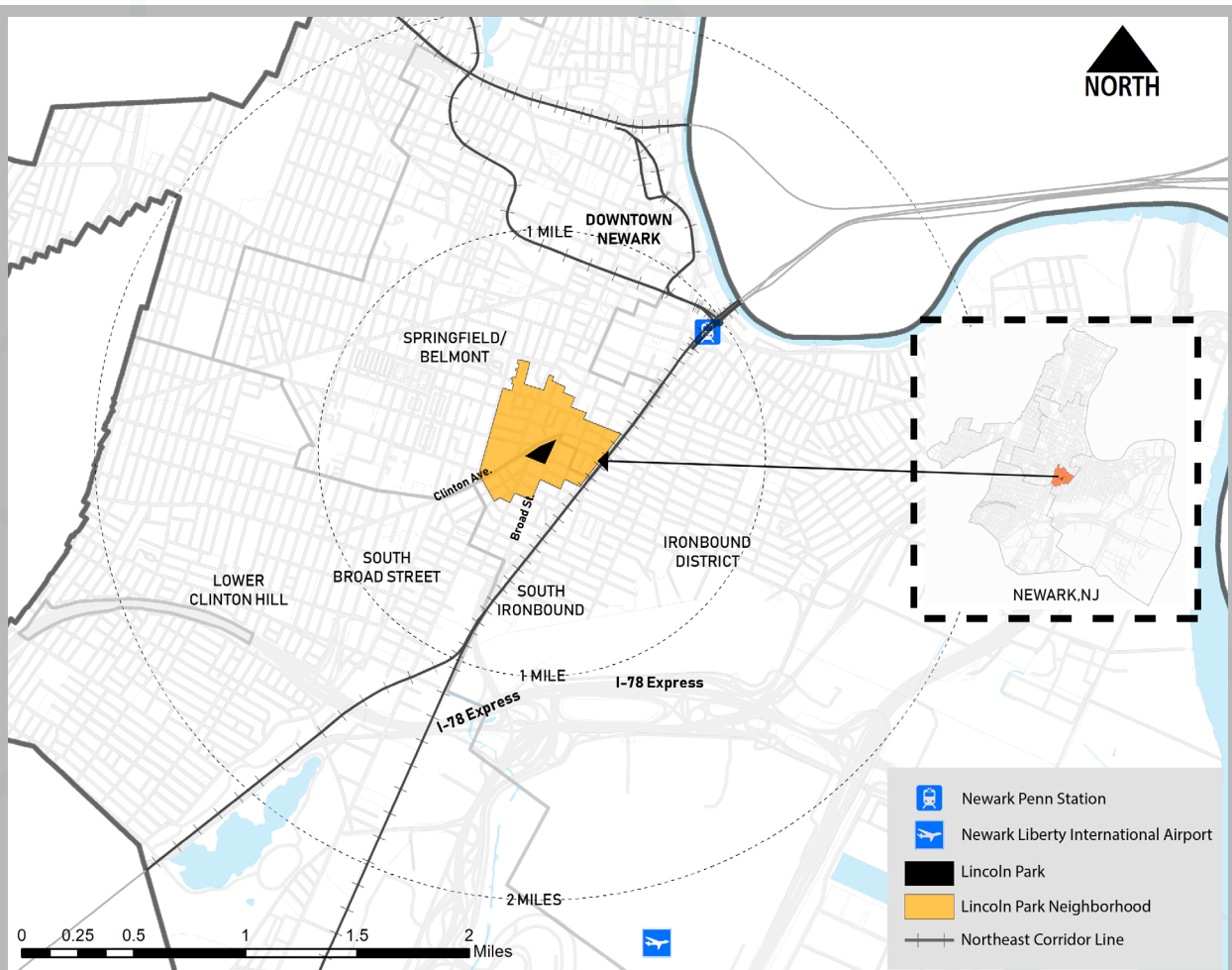


Figure 2: Lincoln Park Neighborhood Boundary Map



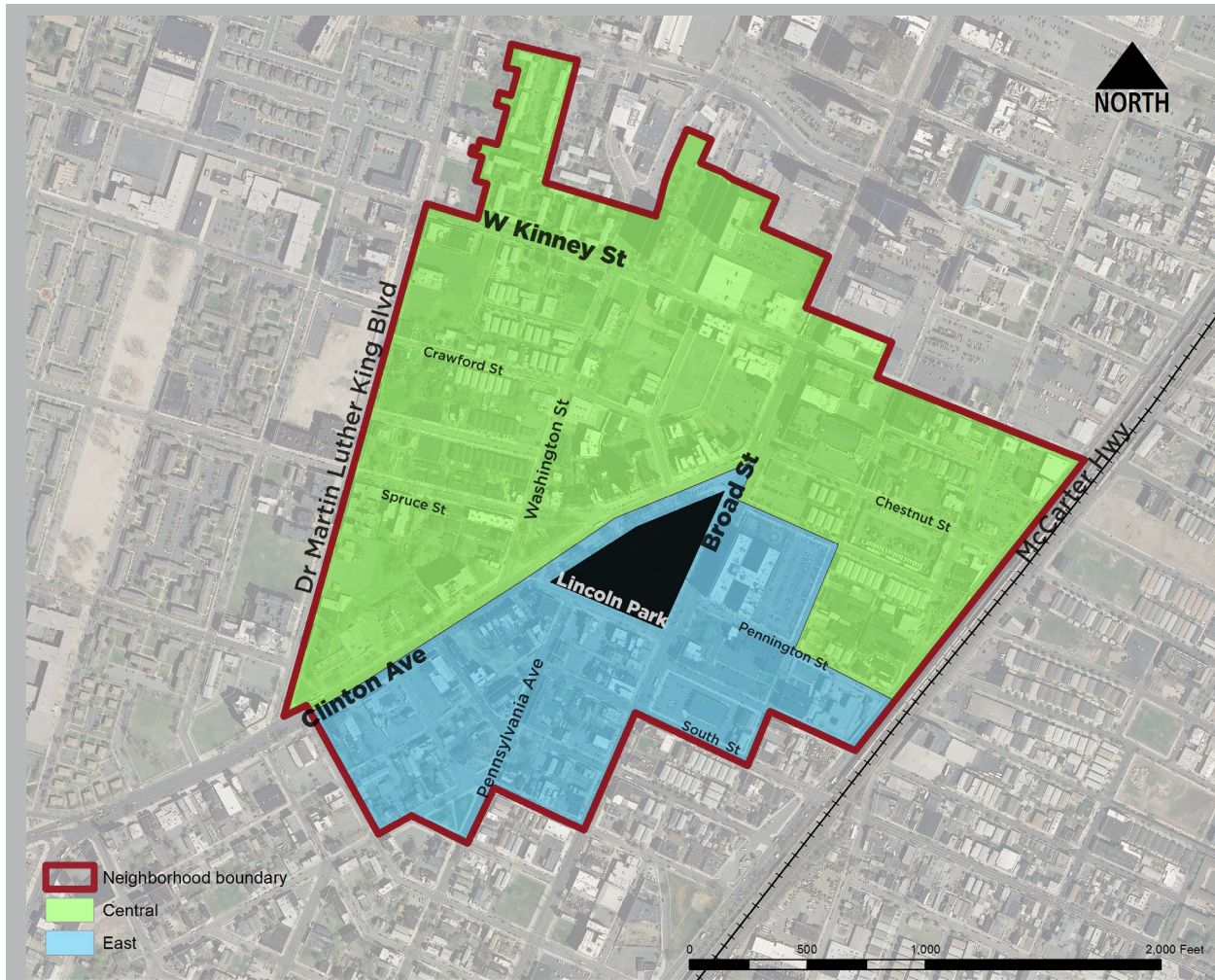


Figure 3: Neighborhood + Political Wards

## NEIGHBORHOOD LOCATION

The Lincoln Park neighborhood is split between two of the City's political wards, the Central Ward and East Ward, with the boundary of a third (the South Ward) just a few blocks away. With the heart of the neighborhood at the convergence of two wards, challenges have often arisen from a planning and redevelopment standpoint creating silos in local government that prevent effective communication and the equitable distribution of local resources and services. This problem is compounded by the division of the neighborhood among different police precincts, complicating the response of the City's police force to incidents throughout the neighborhood.

The neighborhood is also home to numerous corridors that are important local and regional connections. The aforementioned Mayor Kenneth A. Gibson Boulevard (Broad Street) runs through the middle of the neighborhood; this boulevard connects several major highways (with links to Newark Liberty International Airport) and Downtown Newark. The eastern edge of the neighborhood is McCarter Highway, State Route 21, which also connects to several major highways on the southern end of Newark, and connects the neighborhood with northern municipalities such as Belleville, Nutley, Clifton, and Paterson. Clinton Avenue, coming into the neighborhood from the southwest links Lincoln Park with the South Ward of Newark and the communities of Irvington, Maplewood, and South Orange.



# PLANNING PROCESS + HISTORY

Lastly, the western boundary of the Lincoln Park Neighborhood is Dr. Martin Luther King Jr. Boulevard. MLK Boulevard links the neighborhood with three higher education institutions within the City – Essex County College, Rutgers University – Newark, and the New Jersey Institute of Technology.

The northern area of the neighborhood (between Kinney and Crawford/Chestnut) is in an Opportunity Zone, a new federal program designed to spur investment in low-income communities. The program offers tax incentives for investing in businesses and real estate in these communities through a qualified Opportunity Fund.

Such incentives may make it easier for housing and economic development projects within these bounds – such as several of the projects outlined later in the plan –to obtain the equity investment needed for property owners and others to redevelop vacant real estate or grow business enterprises. A map depicting the extent of the Opportunity Zone can be found below:

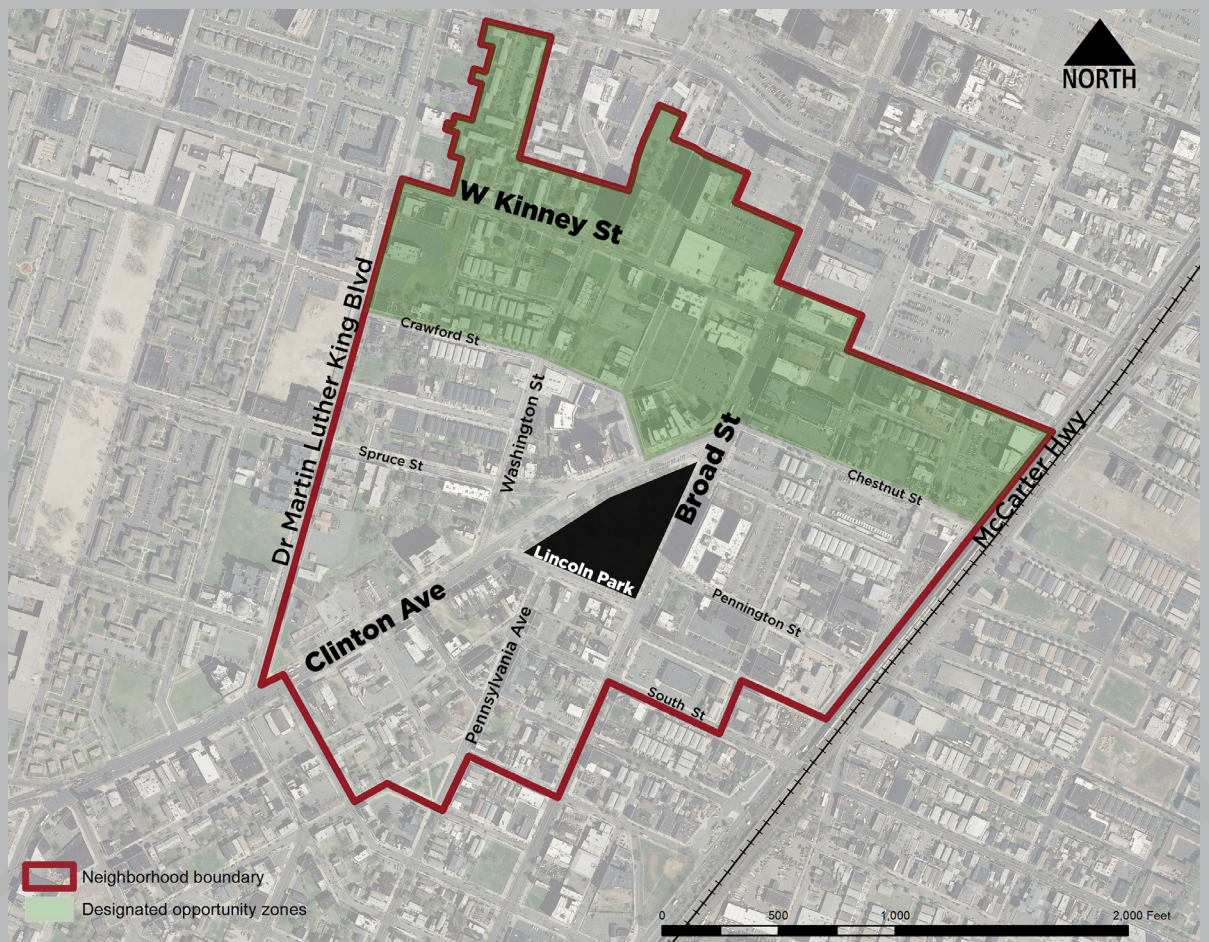


Figure 4: Lincoln Park Opportunity Zones



## NEIGHBORHOOD HISTORY

The Lincoln Park Neighborhood has a rich and significant past that has played an integral role in Newark's history. The area's namesake—the Park – is located in the heart of the neighborhood and has served a wide array of residents for more than 300 years as one of Newark's original colonial-era 'Commons' (Figure 2).

The Park's status as one of the 'Commons' meant that it served as a gathering place for Newarkers of all stripes. Shortly after the Civil War, the area formerly known as "South Common" was renamed to Lincoln Park after President Abraham Lincoln who visited the area in 1861.

From its founding in the early 18<sup>th</sup> Century, the neighborhood was one of the most sought-after areas to live. In the 19th century, Lincoln Park was known for its stately homes and notable families living on the Park's western edge.

The neighborhood attracted both upper-and middle-class families of Newark. The homes of some of the City's wealthiest residents along the Park nicely juxtaposed the more modest working-class homes on the outer rings of the park filled with musicians, artists and the working-class. The interaction of these residents provided the neighborhood with an artistic, bohemian culture in this era long before many other urban communities.

During the planning process, the Project Team learned that the neighborhood was home to numerous entertainment destinations in the 1940s – nightclubs, jazz bars, and music venues. The district's nightclubs and informal status as a "red light district" earned it the nickname, "The Coast," after the Barbary Coast – a similar district – located in San Francisco, California. This era of Lincoln Park's history (1920s-1950s) produced notable musicians, artists, and creative people, such as award winning jazz singer Sarah Vaughan, adding to the neighborhood's unique fabric.

Through the middle of the 20th Century, the Lincoln Park Neighborhood experienced the effects and echoes of urban renewal policies and later the 1967 Newark Rebellion. Many historic and significant structures within the neighborhood were demolished during this time. Vacancy gave way to unhealthy and anti-social activities such as drug use and other criminal activity. Several neighborhood streets that previously had vibrant street life were rerouted and were replaced with large blocks of federally funded housing projects that displaced existing residents and created towers of physically isolated new residents.

In an attempt to mitigate this wide-ranging disruption of urban renewal and other changes in the built environment throughout the City, federal historic preservation legislation (as well as local ordinances in Newark) became a useful tool to save notable landmarks. The South Park Presbyterian Church was placed on the National Historic Register in 1972, and Lincoln Park (the Park and 40 surrounding buildings) were placed on the Register in 1984. The late 1990s and early 2000s began the reemergence of the Lincoln Park Neighborhood as an artistic, energetic, and empowered community. The neighborhood's history and continued reinvention tell a captivating story of an area transformed through status, neglect, and rebuilding.

# PLANNING PROCESS + HISTORY

Today, the Lincoln Park neighborhood is in the process of transforming thanks, in large part, to numerous arts-focused organizations and community-based advocacy groups. Jazz and African-American music, their legacy and their continued presence, play an important role in the neighborhood's present and future. The neighborhood's emerging immigrant communities – Latinx, West African, and Caribbean among them – have also woven their cultures and customs into the neighborhood's daily life. With notable amenities in the neighborhood, such as Newark Symphony Hall and a picturesque park, there are ample assets through which LPCCD, CAPC, and other stakeholders can pave the way for Lincoln Park to become a thriving arts and culture district, healthy and engaged, with economic opportunities for all residents.



*Figure 6: South Park Presbyterian Church, Broad Street*





Figure 8: Lincoln Park with Towers in background



Figure 9: Historic brownstones along Lincoln Park



Figure 10: Saint Columba's

# PLANNING PROCESS & HISTORY

## COMMUNITY PLANNING PROCESS & RELATION TO EXISTING PLANS

When tasked with creating the Lincoln Park Action Plan for the Lincoln Park neighborhood, Topology sought to understand the context of previous planning efforts and to work with both LPCCD and CAPC to build on their work with residents and neighborhood stakeholders. While previous plans focused on specific locations and/or facets of the neighborhood, this plan is intended to chart a course for the whole neighborhood that is inclusive of all the various social and economic factors that define life in Lincoln Park. The Plan document is the result of 15-month planning process that brought resident together with neighborhood data to generate the Plan's key themes, subsequent goals and objectives, as well as projected timeline for the implementation of those objectives.

## REVIEW OF PREVIOUS PLANS

A period of focused neighborhood planning for Lincoln Park began in 1999, when the Regional Plan Association coordinated a planning charrette that included local residents, business owners, government officials, and stakeholders. The charrette laid the foundation for future planning efforts by highlighting key concerns and potential strategies and programs to improve the neighborhood. Among the topics discussed during this planning charrette was the desire to establish an arts and culture district in the Lincoln Park Neighborhood. Lincoln Park Coast Cultural District was founded as an independent non-profit organization dedicated to improving the neighborhood less than three years later.

Shortly after the creation of LPCCD, in 2004 the organization crafted and submitted the ***Symphony Hall West Redevelopment Plan*** to the City of Newark which sought to create a vibrant, fully-productive mixed-income/mixed-use, pedestrian friendly arts and culture district. The City adopted this Redevelopment Plan as part of its overall land use plan.

LPCCD was awarded a 3-year Wells Fargo Neighborhood Implementation Grant in 2004, which resulting in the creation of the Lincoln Park Music Festival – now in its 14th year – and the development of more than 80 units of housing – all of which earned United States Green Building Council's (USGBC) Leadership in Energy and Environmental Design (LEED) "Gold" or "Silver" status or Energy Star certification.

In 2006, LPCCD submitted the ***Lincoln Park Neighborhood Plan*** to the New Jersey Department of Community Affairs (DCA) for inclusion in the Neighborhood Revitalization Tax Credit (NRTC) program. This plan largely built off of strategies proposed in the Symphony Hall West Redevelopment Plan; however, two signature goals were added:

- Development of a Museum of African American Music (MoAAM)
- Restoration of the South Park Presbyterian Church Façade

The 2008 financial crisis and recession hampered LPCCD's ability to fully implement the 2004 Symphony Hall West Redevelopment Plan or the 2006 Lincoln Park Neighborhood Plan. The proposed Museum of African American Music (MoAAM) has been shelved and the restoration of the South Park Presbyterian Church Façade has experienced several starts and stops. The recession also ushered in a new era in Lincoln Park, where evolving priorities, a changing population, and economic realities meant a new plan was needed.



The ***Lincoln Park Redevelopment Plan*** developed by H2M aimed to build on the goals and objectives outlined in previous planning efforts while adjusting for changes in the housing and labor markets. The City adopted the Lincoln Park Redevelopment Plan as the official redevelopment plan for the area in 2011 and it remains the land use plan governing the majority of the neighborhood as of 2019. The Lincoln Park Redevelopment Plan's core elements reinforce many of the themes discussed more recently in the Lincoln Park Action Plan:

- Improve and expand recreational options for neighborhood youth.
- Design the transportation network to optimize pedestrian comfort and safety with an emphasis on transit access
- Development of large format retail or supermarket use on the periphery of the neighborhood along major corridors
- Encourage infill development that fits with the character of the surrounding existing development and creates neighborhood continuity
- Provide enough housing through condominiums and rental opportunities to sustain retail establishments in the immediate area
- Promote and provide suitable and affordable live-work arrangements to practitioners of the arts and other creative industries
- Build partnerships with Newark-based neighborhood groups to encourage effective community building and resident engagement

While progress has been made in addressing several of the community's goals from the 2006 Lincoln Park Neighborhood Plan and the 2011 Lincoln Park Redevelopment Plan, this plan lays the groundwork to address remaining goals as well as take advantage of several opportunities revealed during the planning process.

In addition to the above, the following plans and initiatives have elements that affect/overlap with all or part of the Lincoln Park Neighborhood. Below, specific elements that complement or supplement strategies described in this plan are noted, concerning existing plans and initiatives.

### ***Lincoln Park South Gateway Redevelopment Plan***

A new redevelopment plan intended to update the land use regulations for the southern section of the Lincoln Park Neighborhood. LPCCD staff and neighborhood residents were active participants in the planning process. The City is expected to adopt the Lincoln Park South Gateway Redevelopment Plan in 2019.

### ***Newark Creates: A Community Cultural Plan for the City of Newark***

The chief goal of the Newark Creates plan is to develop a healthy and sustainable arts ecosystem for all Newark artists and arts organizations. The objectives contained within this plan has a unique degree of overlap with the Lincoln Park Neighborhood that aspires to establish itself as an arts and culture destination.

### ***Lincoln Park 2.0***

LPCCD's strategic plan highlights 3 key areas to focus their efforts over the next 3 years: create an arts and culture hub in the Lincoln Park Neighborhood, foster the growth of arts-related businesses and entrepreneurs, and build the capacity to organize and empower residents.

# PLANNING PROCESS & HISTORY

## *Newark 2020*

Mayor Ras Baraka's campaign to increase the percentage of Newark residents employed at Newark businesses. This campaign includes coordinated job fairs, workforce development and skills training, and an increased focus on youth employment opportunities.

## *Newark Downtown District Expansion*

A recent analysis done to explore expanding the bounds of the City's downtown Special Improvement District (SID) into the Lincoln Park area. An expansion of the Newark Downtown District would provide businesses and residents with new resources and placemaking improvements.

## *Lincoln Park Renovations*

The City of Newark has made capital investments to improve the physical condition of Lincoln Park including: new electrical, pruned and new trees, and the first public statue of former Mayor Kenneth A. Gibson.





More than 500 residents and stakeholders were engaged in the neighborhood planning process overall, either through the resident survey, assisting with the administration of the parcel survey, serving on the Steering Committee, and attending community forums or focus groups.

## Resident Satisfaction Survey

LPCCD worked with ERI Group to administer a Resident Satisfaction Survey to more than 300 randomly selected households in Lincoln Park. The survey helped the planning team identify and develop strategies to address opportunity areas as well as resident concerns.

## Parcel Survey

The planning team worked with volunteers from Integrity House to assess each of the 667 parcels in the Lincoln Park Neighborhood. Surveyors categorized parcels by answering questions about existing use, condition of property, and whether a structure was occupied or appeared vacant.

## Steering Committee

A 15-person Steering Committee made up of residents and representatives from neighborhood institutions and City-wide partners guided the neighborhood planning process. The Steering Committee met 3 times over the course of the planning process and ultimately gave the plan many of its more grounded strategy recommendations.



Figure 13 : Public participation during outreach process

# METHODS OF ENGAGEMENT

## Community Forums

LPCCD organized 4 large community forums and invited residents and other neighborhood stakeholders to participate in planning charrettes and activities designed and administered by Topology. The planning charrettes and activities were designed to help the planning team understand resident priorities and concerns as well as to illicit comments and responses to proposed strategies. The final community forum featured resident leaders presenting summaries of themes and highlighting strategies that the planning process revealed as neighborhood priorities.

## Focus Groups

LPCCD and ERI Group facilitated targeted conversations with key neighborhood constituencies – youth and senior citizens. During several focus groups held at Great Oaks Legacy Charter School, Nevada Court, and Roberto Clemente – Sholom Towers, guided discussions allowed these residents to share their vision and priorities for Lincoln Park as well as respond to proposed strategies concerning their demographic.





With a total population of approximately 3,240 residents, the Lincoln Park neighborhood's demographic composition is growing more diverse each year. While the community experienced a slight population decline between 2000 and 2010 from 3,188 to 2,948 residents, recent data from the 2013-2017 American Community Survey (ACS) 5-year estimates show a rebound. LPCCD's decision to expand the bounds of their focus area for the purposes of this Plan, more than doubled the size of their initial neighborhood planning area from the 2006 Lincoln Park Neighborhood Plan. It now more closely resembles the boundaries of the 2011 Lincoln Park Redevelopment Plan area.

## Demographics

Lincoln Park is a majority African American community (63%) with a growing immigrant population. Approximately 14% of residents report they are White while 14% report being of 'Some Other Race' and about 2% report they are 'Two or More Races'. Nearly 24% of residents self-identify as Latinx. The neighborhood is diverse - 23% of current residents were born outside of the US and only 63% report speaking English predominantly at home. Other languages commonly spoken in Lincoln Park are Spanish and French. In addition, the neighborhood is home to a sizeable LGBT population as well as many working artists.

In terms of family makeup, 40% of the neighborhood's families are single-parent households—higher than the City's rate of 33%. About 32% of the population is under the age of 18. There senior citizen population - consistently comprising between 20%-25% of the neighborhood's population since the 2000 census - remains one of the largest population segments in Lincoln Park at 21% as of 2019. These statistics are relevant to themes and strategies involving safety, recreation, mobility, as well as housing.

## Housing

The median home value in the neighborhood is \$259,000 and average monthly rent in Lincoln Park is \$885. Multi-unit residential buildings comprise 88% of the housing stock, or 1,012 units, significantly higher than the overall City rate of 63%. There are several large-scale housing developments in the neighborhood - some of which are income restricted or age restricted. Residential vacancy is low at 1%.

Of the nearly 1,150 residential units in the Lincoln Park neighborhood, the vast majority (~95%) are rentals. The homeownership rate - only 5% - is significantly lower than Newark's overall homeownership rate (~23%).

### MEDIAN HOUSEHOLD INCOME



### HOMEOWNERSHIP RATE

RENTERS - 95%



HOMEOWNERS - 5%

# NEIGHBORHOOD STATISTICS

According to ACS estimates, nearly 33% of all Lincoln Park renters are ‘cost burdened’, spending more than 30% of their income on rent. Moreover, of the 33% of renters who are ‘cost burdened’, it is estimated that nearly 38% are over the age of 65 meaning that there continues to be a need for decent, affordable senior housing in Lincoln Park.

## **Economic Mobility & Jobs**

In terms of education, Lincoln Park’s residents do not have a high level of educational attainment. Approximately 27% of the population did not graduate high school while only 13% have a bachelor’s degree. These figures differ only slightly from the City of Newark as a whole where 26% of individuals did not graduate from high school and 14.5% have a bachelor’s degree.

According to the 2013-2017 American Community Survey 5-Year Estimates, more than 68% of Lincoln Park Neighborhood households earn less than \$25,000 per year. Approximately 47% of the neighborhood population lives below the poverty line, compared to 23% citywide. More than 94% of Lincoln Park households make less than \$75,000 per year – Lincoln Park’s median (50%) household income is about \$20,000 compared to \$76,475 for New Jersey as a whole.

While the total number of jobs within the neighborhood has increased since 2010, data shows that the fields where most residents are employed – Retail Trade (32%) and Health Care and Social Assistance (28%) – do not have a strong presence in the neighborhood. According to 2018 data from the Bureau of Labor Statistics, the unemployment rate in Newark is 7% compared to about 3% for New Jersey as a whole. In the Lincoln Park Neighborhood, an estimated 15% of the working-age population (18-65) is unemployed. Of the 85% of Lincoln Park residents who are employed, approximately 1,500 residents, only 23% of them (345 residents) are under the age of 29.

## **Social Capital & Neighborhood Fabric**

Lincoln Park is home to numerous institutions and centers of activity. There are at least 12 active places of worship in the neighborhood. The neighborhood is also home to 3 schools – Great Oaks Legacy Charter High School, Newark Boys’ Chorus School, and LINK Community Charter School. Newark Symphony Hall – the historic concert and events venue – is one of the signature assets found in Lincoln Park and now, under new leadership, is poised to once again become a force in Newark’s arts scene.



The neighborhood has a relatively low car ownership rate. Approximately 24% of households do not own a car, and 22% of the population takes a bus to work, intensifying the need for safe streets and reliable public transportation. Despite this relatively low rate of car ownership, public parking availability in many parts of the neighborhood remains a challenge for residents and visitors alike.

There are 8 bus stops in Lincoln Park, which are served by 15 distinct New Jersey Transit bus lines. These buses connect Lincoln Park to New York City as well as 74 additional municipalities in the Greater-Newark region. The Lincoln Park Neighborhood is located about 1 mile from Newark Penn Station – the busiest transit center in New Jersey – which provides connections throughout the state and the eastern and southern United States (via Amtrak). Further, Newark Liberty International Airport is about 4 miles from the Lincoln Park Neighborhood providing connections to countless destinations domestically and internationally.

## KEY FINDINGS & CHARTING THE PATH FORWARD

As noted above, LPCCD and CAPC partnered with Topology and NJCC's Community Strategies Team to complete the 15-month planning process that ultimately engaged over 500 residents and stakeholders. More than 300 households completed resident surveys and all 667 unique parcels in Lincoln Park were evaluated during this process. As the planning process continued, we evaluated older planning efforts for Lincoln Park, keeping some strategies from previous plans, updating others, and eliminating what was no longer feasible. The Lincoln Park Action Plan is the collective vision of residents and stakeholders who shared invaluable on-the-ground insight, as well as LPCCD and CAPC staff whose experience and knowledge provide strong backing to ultimately take this plan from vision to reality.

The Wells Fargo Regional Foundation's generous support gave LPCCD and CAPC, along with NJCC's Community Strategies Team, an opportunity to step back and be more intentional about community engagement and resident engagement in the neighborhood, as well as to evaluate their own strategic directions in terms of their work in Lincoln Park. From a strategic perspective, LPCCD was able to plan out a deeper engagement in community empowerment, entrepreneurial and small business support, and arts and culture programming. CAPC continues to focus on the redevelopment of vacant and abandoned properties. However, this planning process necessitated identifying new partners able to take on additional elements of the work. Starting with NJCC's Community Strategies Team during the planning process, the plan calls for marshalling NJCC's other lines of business (Lending and their Home Mortgage Platform, Address Yourself) as well as other established organizations such as Rising Tide Capital to provide additional support for the plan's full implementation.

While the planning process revealed clear opportunities for the Lincoln Park Neighborhood to take advantage of, it also revealed serious threats to Lincoln Park's long-term affordability and makeup. The themes identified and the strategies connected to each of the neighborhood's long-term goals are accompanied by a shared understanding that each resident, stakeholder, and partner has a role in helping to realize this plan. New programs will be developed, partnerships fostered, and residents empowered to realize the goals of this plan. Throughout the plan, themes will be described in detail and where applicable, case studies will highlight how some of these strategies have been successfully implemented here in Newark and around the region.

# THEMES

The Lincoln Park Action Plan has 6 interrelated themes that were distilled down during the neighborhood planning process. These theme areas work together to shape the holistic vision for the Lincoln Park Neighborhood that residents and stakeholders shared in community forums, in resident satisfaction surveys, and during focus groups.

## **Arts, Culture, & Recreation**

LPCCD and the community renewed its commitment to provide high-quality arts programming work to foster a sense of pride in the cultural diversity and history of the neighborhood, and ensure that residents and visitors have recreational opportunities that rival other neighborhoods in Newark and beyond. Building Lincoln Park into a premier arts and culture district will require residents and partner organizations coming together. Opportunities to further leverage the LPCCD brand – especially the success of the Lincoln Park Music Festival – to connect to Newark Symphony Hall and other arts organizations will pay dividends by drawing more people to experience the arts in the neighborhood. The City's increased investment in the physical Lincoln Park and the infrastructure on and around Mayor Kenneth A. Gibson Boulevard (Broad Street) provide opportunities for LPCCD and its partners to leverage private and philanthropic dollars to make improvements to recreation programming, streetscape improvements, and mobility in and through the neighborhood.

## **Housing**

As the City of Newark continues to experience unprecedented levels of private investment and speculation, displacement and gentrification are becoming a real threat to Lincoln Park. It is critical to implement strategies that not only create additional housing opportunities, but preserve the affordability of existing residences, advocate for improved housing conditions in the neighborhood, and reduce the number of households who are spending more than 30% of their income on rent. LPCCD's will aim to catalyze the development of a mix of 250 additional affordable and market-rate housing units in the neighborhood over the next 10 years that families, seniors, artists, and others can call home. A long-term goal is also to activate the South Park Presbyterian Church Façade as a mixed-use development with an affordable housing component.

## **Economic Development**

To complement the areas' cache as an arts district and ensure that residents have the skills needed to enter into the established and emerging finance, information technology, and professional service jobs available in Newark and the surrounding region, these strategies aim to improve workforce development and economic opportunity in Lincoln Park. Part of this will involve helping residents and stakeholders fulfill their expressed desire to see more small businesses, sidewalk cafes, and national retailers in the neighborhood.

## **Community Empowerment & Resident Leadership**

Residents of Lincoln Park have proven, time and again, that they are leaders – in their children's schools, in the workplace, and in the community – and now it is time to support them in building on this track record. Much of this plan's success hinges on organizing and empowering residents and existing groups to own and continue to address their common challenges. This section envisions strategies that help residents and stakeholders find and exercise their collective voice.



### Safety, Mobility, & Infrastructure

Residents talked about the difficulty they have crossing major roads in the neighborhood and pinpointed parts of the neighborhood they felt unsafe in. This section proposes strategies to increase public safety, improve pedestrian mobility, and also to improve the public spaces throughout the neighborhood that have been neglected. The strategies in this section will take advocacy by residents and coordination with the public sector.

### Resident Services & Supports

As part of a more robust approach to neighborhood services, LPCCD will look to develop explicit agreements with human service partners in and around the neighborhood to link residents with existing programs in the City while working to identify long-term services and supports for youth, senior citizens, public health, and special populations more locally.



# I. ARTS, CULTURE & RECREATION

## Introduction

Lincoln Park Coast Cultural District (LPCCD) was founded in order to realize the creation of an arts and culture district in Lincoln Park. Since 2004, LPCCD has been working with neighborhood artists, creatives, and other stakeholders such as area schools and Newark Symphony Hall to realize that vision. LPCCD's marquee arts program – the Lincoln Park Music Festival – draws more than 50,000 people to the neighborhood each summer and has evolved over time to feature health screenings, farmers' market, employee recruitment opportunities, and other activities above and beyond performance and fine arts.

As the planning process proceeded, residents and stakeholders continued to voice their desire to build out more arts and culture programming while also creating recreational opportunities for all residents. Arts, culture, and recreation programming find a nexus in the physical green space known as Lincoln Park. Strategies for programming and improvements to the Park are laid out in this plan. In this section, there are also strategies to increase access to arts, culture, and recreation programming elsewhere in the neighborhood to ensure residents across the board can experience arts, culture, and recreation.

LPCCD and the community renewed their commitment to provide high-quality arts programming, foster a sense of pride in the cultural diversity and history of the neighborhood, and ensure that residents and visitors have recreational opportunities that rival other neighborhoods in Newark and beyond. Building Lincoln Park into a premier arts and culture district will require residents and partner organizations coming together.

## **GOAL 1: Increase the accessibility and affordability of arts and cultural programming for the Lincoln Park community.**

An arts and culture district must be alive with artists of various types honing their craft and performing for the world. We envision Lincoln Park as a hub of artist activity with free and low-cost arts programs that are accessible and available for all residents. As Lincoln Park becomes more and more diverse, there are opportunities to promote that diversity through new programming, partnerships, and activities. In order to achieve this goal, LPCCD will work with residents and partner organizations to create and foster the necessary supports and programs to make this a reality.

### **STRATEGY 1.1: DEVELOP OR PRESERVE 25-30 ARTS SPACES IN LINCOLN PARK**

LPCCD and its partners will develop or preserve 25-30 arts spaces in the Lincoln Park Neighborhood. As investors and speculators continue to purchase properties in the neighborhood, LPCCD and its partners will work to identify buildings and sites that can be transformed into a mix of live/work, studio, and performance spaces for working artists and creatives. Supporting efforts (e.g. jointly applying for grants) to restore important cultural institutions such as Symphony Hall and City Without Walls, and helping restore structures like the former Scripture Church to a productive new use through a mix of financial incentives and partnerships, are critical.



# I. ARTS, CULTURE & RECREATION

Creating or preserving arts spaces will signal to artists and partner organizations that the Lincoln Park Neighborhood is a welcoming place for artists to create, perform, and make a living through the arts. LPCCD will work with property owners and other partners to market spaces to Lincoln Park and Newark-based artists.

## Projected Implementation Budget (2020 – 2025):

\$5,500,000.00

### Milestones:

1. Create an inventory of existing arts spaces – public, private, and non-profit owned spaces – and live/work spaces. Identify vacant or underutilized spaces that could be used for the arts	1. By 3/31/2020
2. Conduct outreach to relevant arts organizations and artists to understand space needs	2. By 9/30/2020
3. Work with property owners to identify opportunities to preserve, repurpose, or convert spaces for uses by the arts community.	3. By 1/1/2021
4. Identify funding mechanisms to subsidize rents or purchase price (where applicable).	4. By 3/31/2021
5. Market spaces to local artists and partner with regional organizations to increase knowledge of Lincoln Park as a thriving Arts & Culture District.	5. Continuously

### Outputs:

1. Preserve 10 existing arts spaces in Lincoln Park.	1. By 12/31/2025
2. Develop/Create 15-20 new arts spaces in Lincoln Park.	2. By 12/31/2025

## **STRATEGY 1.2: PUBLIC ART PROGRAM**

One significant means by which to enhance the aesthetics of the neighborhood and foster residents' sense of pride and identity is the establishment of a public arts and mural program in the neighborhood. Public art not only improves aesthetics but also exposes residents to new forms of art. LPCCD will recruit local artists to work with a resident advisory panel to develop public arts displays and murals that depict Lincoln Park's history, the arts, and the cultural diversity found within the neighborhood.

Public and private spaces throughout the neighborhood lend themselves to venues for public art displays. Several corridors that lie along inclined slopes, particularly along W. Kinney Street and on Longworth Street provide compelling opportunities for murals that would remain at viewer eye-level throughout long stretches of sidewalks as shown on the next page. LPCCD will also coordinate with property owners and developers to include public arts, murals or other artistic elements in new buildings or major rehabilitation projects.

# I. ARTS, CULTURE & RECREATION



70 Lincoln Park



652 Dr Martin Luther King Jr Blvd

## Projected Implementation Budget (2020 – 2025):

\$100,000.00

### Milestones:

1. Research municipally run or non-profit led public art programs.	1. By 6/30/2020
2. Identify publicly owned or privately owned spaces; engage property owners to get their permission to place public arts installation on these spaces.	2. By 12/31/2020
3. Develop a public art steering committee to advise LPCCD on subject matter, structure of RFPs, and to monitor project progress.	3. By 12/31/2020
4. Develop a schedule to have rotating public art installations throughout the neighborhood.	4. By 3/31/2021; Annually

### Outputs:

1. Convene a 10 members neighborhood arts steering committee.	1. By 7/1/2020
2. Complete 10 public art installations	2. By 12/31/2022
3. Complete 25 public art installations	3. By 12/31/2025

## **STRATEGY 1.3: LEVERAGE THE LINCOLN PARK MUSIC FESTIVAL**

The Lincoln Park Music Festival has been a signature event for LPCCD for 14+ years. The festival brings more than 50,000 attendees to the neighborhood annually and serves as one of the marque arts and culture events for the region. In the coming decade, LPCCD will work to leverage the popularity of the Festival to conduct targeted outreach to emerging artists, promote entrepreneurs and neighborhood small businesses, – arts related and otherwise – and generate revenue that will support year-round arts and culture programming.



# I. ARTS, CULTURE & RECREATION

LPCCD and volunteers will work with neighborhood institutions such as Newark Symphony Hall, Newark Boys Chorus School, or The Link School to program spaces and to maximize opportunities for artists, entrepreneurs, and shared revenue generation. These smaller showcase events provide additional opportunities to highlight emerging Newark artists and provide opportunities to partner with other venues and organizations to grow the base of arts patrons. Programming can also be targeted to particular neighborhood populations such as seniors, youth, and new immigrant communities to allow them to explore their creativity and have them make their own impact on the neighborhood's arts scene. LPCCD will look to secure sponsorships from regional corporations and major foundations to further support the Festival and ancillary programming.

## Projected Implementation Budget (2020 – 2025):

\$250,000.00

### Milestones:

1. Identify and secure 3-5 large sponsorships (> \$10,000) to offset the cost of the Lincoln Park Music Festival.	1. Annually by 4/1
2. Seek out Newark-based and emerging artists to perform at the Music Festival.	2. Annually by 5/1
3. Arrange for temporary or pop-up retail spaces to be available for local entrepreneurs to rent during the Music Festival.	3. ANNUALLY BY 6/1
4. Partner with neighborhood institutions to host Music Festival programming.	4. ANNUALLY BY 6/1

### Outputs:

1. Have sponsors cover 75% of the cost of the Lincoln Park Music Festival.	1. By 6/1/2021
2. Have sponsors cover 100% of the cost of the Lincoln Park Music Festival.	2. By 6/1/2022
3. Identify 3-5 emerging Newark-based artists to participate in the Lincoln Park Music Festival.	3. Annually by 6/1
4. Secure 75,000 people in attendance at the Lincoln Park Music Festival	4. By 12/31/2025
5. Secure sponsorships for year-round arts and culture program series	5. BY 12/31/2025

## **GOAL 2: Improve recreational spaces and programming for all residents in the Lincoln Park Neighborhood.**

Lincoln Park residents have few recreational spaces in the neighborhood. In order to offer enjoyable leisure activities and help residents improve their health and well-being, this plan aims to improve existing recreational spaces, develop innovative programs for residents of all ages, and foster partnerships with neighborhood organizations and the City to offer more options for Lincoln Park residents. LPCCD will work with residents and other stakeholders to advocate for additional public investment in public parks, to get partners in the neighborhood to make privately held spaces available, and to activate vacant or underutilized lots for publicly accessible programs and activities.

# I. ARTS, CULTURE & RECREATION

## STRATEGY 2.1: INVESTMENT IN PUBLIC PARKS

The Lincoln Park Neighborhood is home to four (4) distinct green spaces – Lincoln Park, Clinton Park, Jackson Park, and Clinton Avenue Park. All of these parks are utilized to some extent by residents, but could use improvements to their accessibility, their seating and any playground equipment, as well as their lighting and footpaths. These parks also offer opportunities for additional publicly accessible programming and activities.

This plan seeks to leverage public investment in the upkeep, maintenance, and general facility improvements to the parks with private and philanthropic dollars raised to provide programming for Lincoln Park residents and the Greater-Newark community. Programs may range from active health and wellness activities and arts and culture programming to more passive uses such as new benches and seating areas where residents can relax – or watch children play.

As the focal point in the neighborhood, Lincoln Park will be the most prominent of the park improvement projects. A Spring 2019 NJIT Architecture studio suggested several options for improvements to Lincoln Park as well as a long-range plan to reconfigure traffic and parking more broadly to create one large green space encompassing Lincoln Park and Clinton Park.

LPCCD will seek out opportunities to partner with the City, foundations, and others to make investments in the physical development of the park as well as its programming. LPCCD may consider working with the City and resident leaders to establish a formal “Friends of Lincoln Park” organization to spearhead fundraising and manage upkeep and programming at the Park.

### Projected Implementation Budget (2020 – 2025):

\$2,500,000.00

#### Milestones:

1. Open dialogue with City regarding NJIT Architecture studio on Lincoln Park improvements	1. By 3/1/2020
2. Research & launch “Friends of Lincoln Park” organization to spearhead fundraising for park upkeep and programming	2. By 12/1/2020
3. Develop temporary or ‘pop-up’ park improvements to test new infrastructure options	3. By 6/1/2021
4. Conduct LPCCD & partner organization programs in public parks to highlight space	4. Annually by 12/31
5. Continue dialogue & partnership with the City of Newark regarding Park investment	5. Continuously

#### Outputs:

1. Create “Friends of Lincoln Park” entity to fundraise money for the improvement of the park.	1. By 12/1/2020
2. Test 3-5 temporary or ‘pop-up’ park improvements in neighborhood green spaces.	2. By 12/31/2021
3. Conduct programs in neighborhood parks at least 125 days per year.	3. By 12/31/2025
4. Have 250-300 daily users of Lincoln Park.	4. BY 12/31/2025



# I. ARTS, CULTURE & RECREATION

## STRATEGY 2.2: CREATE NEW RECREATIONAL OPPORTUNITIES

Residents described a scarcity of quality recreational spaces in the neighborhood. Residents also expressed the need to improve the condition and availability of playground equipment for children. Existing equipment is not well maintained and its location near the LINK School makes it difficult for residents in other parts of the neighborhood to access. There are privately held spaces throughout the neighborhood that could be activated for recreational uses that would serve children and seniors, and address a host of other neighborhood goals as well.

LPCCD and its partners will work to access and utilize a combination of privately held land that is currently underutilized and privately held vacant lots that are not well maintained. Places of worship located along Dr. Martin Luther King Junior Boulevard have significant land dedicated to parking that is utilized only a few hours each week. These spaces could be activated with temporary or pop-up playgrounds through a collaborative partnership with LPCCD. Moreover, LPCCD and its partners could look to harness the City's Adopt-A-Lot program to maintain, activate, and utilize neighborhood vacant lots for temporary uses such as community gardens, little free libraries, public arts spaces, and space for educational programs. While some of these examples will require the dedication of significant resources and time, others can be achieved through the use of volunteers, creativity, and a little ingenuity.

### Projected Implementation Budget (2020 - 2025):

\$125,000.00

#### Milestones:

1. Inventory publicly owned space and underutilized space on neighborhood institutions' property	1. By 7/1/2020, Annually
2. Work with residents and institutions to identify potential temporary uses and operational plans for each site	2. By 9/1/2020
3. Investigate options for the development of a permanent playground in the neighborhood	3. By 12/31/2020
4. Develop small grants program and create RFP process for residents and local organizations to gain funding for Adopt-A-Lot and temporary use projects for underutilized spaces	4. By 3/1/2021
5. Recruit a variety of uses and users to lots and playground space and host annual events connecting neighborhood with these spaces	5. Annually, Continuously

#### Outputs:

1. Identify temporary uses for all current vacant lots in the neighborhood.	1. By 12/31/2020
2. Host 5-10 programs annually in Jackson Park & Clinton Avenue Park.	2. By 12/31/2025
3. Develop 1 additional, publicly accessible playground in the Lincoln Park neighborhood.	3. By 12/31/2025

# I. ARTS, CULTURE & RECREATION

## Case Study: Grove Street – Jersey City, NJ

The area surrounding the Grove Street PATH station in Historic Downtown Jersey City has an eclectic mix of places to work, shop, and live. The Historic Downtown Special Improvement District (HDSID) was formed in 1997 and promotes the neighborhood, works to improve services provided to business owners and residents, and undertakes any and all activities to make the Historic Downtown Jersey City neighborhood a better place to live, work, and visit. The HDSID is staffed by a district manager and has a Board of Trustees that meets monthly to set the direction of the district. The HDSID also employs a “Clean Team” to empty overflowing garbage cans and clean-up streets, organizes celebrations at grand openings, holidays, and other special events, and also works with individual businesses within the district on marketing efforts.

Since 2015, the HDSID has also been the steward of a pedestrian mall on Newark Avenue – the major thoroughfare through the district. Working with property owners, the HDSID coordinated with Jersey City officials to alleviate any and all concerns. HDSID has also worked with property owners to attract a mix of commercial tenants to the district who have helped to cultivate a vibrant outdoor dining scene during warmer months. In partnership with the City, HDSID has also coordinate the installation of numerous public art installations in the district; several large-scale murals have also been erected on the sides of the neighborhood’s apartment buildings.



*Grove Street, Jersey City, NJ (Credits: reddit.com)*



# II. HOUSING

## Introduction

Over the next decade, the greatest challenge in the housing sphere in Lincoln Park will be ensuring there are sufficient numbers of quality housing options that families, seniors, artists, and other long-time residents can afford. During this planning process, it became clear that residents were concerned about the dual threats of gentrification and displacement and the fact that rents and other housing-related costs are rising faster than household incomes. At least 80% of neighborhood households make less than the median household income in Essex County (\$57,365). In addition to helping people stay in their homes, LPCCD and CAPC hope to realize or facilitate the development of several hundred additional residential units in the neighborhood over the next 10 years that families, seniors, artists, and others can call home.

In addition to creating and rehabilitating new homes and apartments for a range of occupants and income levels, there are many older occupied residential properties in the neighborhood. These residents desire help in ensuring that their homes are free of hazards that adversely impact their health – particularly lead. The strategies developed for this section aim to build on existing grassroots and municipal efforts to combat rising housing costs, help make existing homes healthier, while ensuring the (re)development of housing happening in Lincoln Park benefits households of all income levels.

### **GOAL 3: Develop 250 new housing units in the Lincoln Park Neighborhood.**

As new development comes to Lincoln Park, the neighborhood needs to position itself to help dictate what that looks like. Where possible, LPCCD and CAPC should look to influence how and where development happens. LPCCD should look to regain its status as the redevelopment entity responsible for the Lincoln Park Redevelopment Plan. Due to the poor condition of some structures in the neighborhood as well as the presence of several prominent vacant lots, there are opportunities for major renovations as well as new builds.

As soon as feasible, LPCCD, CAPC, and their partners should also work closely with the new Newark Land Bank being formed to facilitate the site acquisition and disposition of properties in the Lincoln Park Neighborhood for redevelopment. While more than 90% of the neighborhood's housing units are rentals (approximately 1,093 units), more than 30% of resident survey respondents said they would like to own a home in Lincoln Park indicating a need for both additional rental units and for-sale options. These housing units should be scattered throughout the neighborhood, be available at different price points, and also cater to different categories of tenants and potential buyers – artists, young professionals, families, and seniors.

# II. HOUSING

## STRATEGY 3.1: SPUR DEVELOPMENT OF CHURCH FAÇADE SITE AND ADJACENT PROPERTIES

The South Park Presbyterian Church façade and the property on which it resides have served as an important cultural and historic focal point for the neighborhood. For more than a decade, the property has been under the care of LPCCD, which has utilized the space for community programming such as a community garden and pop-up public art installations. While the property is currently subject to Green Acres restrictions from prior renovation efforts, as of the writing of this plan LPCCD is working to have these restrictions removed to allow for the site's redevelopment for housing.

The properties adjacent to the South Park Presbyterian Church façade have been subject to varying uses and degrees of investment and disinvestment in recent years. Several properties contain surface parking lots, several have occupied office/commercial uses, and the corner of Mayor Kenneth A. Gibson Boulevard (Broad Street) and West Kinney Street is home to a building that has been completely destroyed by fire. These properties all present opportunities for redevelopment. Behind this stretch of property – located between Halsey Street and Beecher Street – there are several surface parking lots that have also not yet been developed.

As part of a larger strategy to target a cluster of available properties for mixed-income, mixed-use development, LPCCD will commission architectural renderings that include both the Church Façade and the adjacent properties. These renderings will help to facilitate conversations with property owners including RBH Group (which owns more than a dozen of these parcels) about future redevelopment options. These renderings should incorporate various uses promoted throughout this plan including, but not limited to, artist live/work spaces, high-density mixed-use buildings, a grocery store, and additional open space.

### Projected Implementation Budget (2020 – 2025):

\$25,000,000.00

### Milestones:

1. Work with architectural firm to generate renderings of the Church Façade Site and the surrounding properties.	1. By 4/1/2020
2. Convene meeting with RBH Group and other property owners to discuss vision for these sites	2. By 7/1/2020
3. Work with NJDEP and the City of Newark to complete transfer of Green Acres protection of Church Façade property to alternate site.	3. By 9/1/2020
4. Identify funding sources to begin construction on Church Façade property.	4. By 6/1/2021

### Outputs:

1. Produce 1 set of complete renderings of the Façade site & surrounding parcels	1. By 4/1/2020
2. Begin construction on Church Façade Site.	2. By 12/31/2025



# II. HOUSING

## STRATEGY 3.2: COMPLEMENTARY INFILL DEVELOPMENT

In partnership with the City, LPCCD should identify all vacant lots or abandoned properties that can be redeveloped into appropriate complementary uses such as mixed-use buildings, affordable housing, or other community assets. Where appropriate, LPCCD should work with the City or the new Land Bank to acquire or gain site control of vacant lots in strategic locations, develop RFPs for these sites in concert with the City, and work with partners to advance projects that develop additional housing units. With a portion of the neighborhood located in a federally designated Opportunity Zone, LPCCD and CAPC will coordinate with the City of Newark to ensure that new housing or mixed-use developments that take advantage of these benefits look to the Lincoln Park Action Plan for alignment with residents' desired uses and needs.

These complementary projects should include housing for a mix of income levels and types of tenants as well as commercial spaces or spaces neighborhood institutions can activate on the ground floor. These infill projects should conform to local zoning and blend with the character of adjacent structures, while going beyond to add innovative touches such as green infrastructure and public arts. LPCCD and its partners will work to ensure that new housing in Lincoln Park is developed according to a healthy housing protocol, by working with the city and with individual developers to ensure that healthy home specifications are incorporated into the city's requirements and the design of projects. During community forums, residents expressed a desire to have new developments include a health clinic or doctors' offices and a police substation as potential 1st floor uses – which would help to address concerns brought forth about access to healthcare as well as public safety.

### Projected Implementation Budget (2020 – 2025):

\$4,000,000.00

### Milestones:

1. Develop an inventory of vacant, abandoned, or underutilized properties in the Lincoln Park neighborhood.	1. Annually by 1/1
2. Work with municipal officials to identify mechanisms to acquire sites.	2. By 7/1/2020; Ongoing
3. Develop RFPs to partner with local or mission-aligned developers to transform the sites.	3. By 1/1/2021; Ongoing
4. Begin discussions with Invest Newark and the City to attract compatible uses for mixed-use developments.	4. BY 7/1/2021
5. Develop mechanisms and marketing materials to ensure Lincoln Park residents are given an opportunity to rent/purchase units in new developments.	5. Ongoing

### Outputs:

1. Reduce the number of vacant properties in Lincoln Park by 50% (32 to 16). w	1. By 12/31/2025
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# II. HOUSING

## STRATEGY 3.3: HOMEOWNERSHIP

Development pressures will undoubtedly impact renters in the Lincoln Park Neighborhood over the next 10 years. Homeownership is one of the key ways for residents to guard against displacement. During the resident survey, 30% of respondents noted that they would like to own a home in the neighborhood. With only 10% of the neighborhood's housing units occupied by owner-occupants, there is an opportunity to convert some of the Lincoln Park neighborhood's renters into homeowners and help to guard against the rising cost of living in the neighborhood.

LPCCD will work to ensure that at least 33% of the 250 new housing units to be added to the neighborhood under this plan are sold to homeowner occupants, with at least 55 of those to be local households at or below 80% of area median income. This will necessitate working with homeownership counseling organizations, banking partners, and developers to develop a pipeline of qualified buyers. Ensuring that residents have access to quality homeownership counseling, good options to finance the purchase and/or rehabilitation of a home, and downpayment and closing cost assistance will be critical to success with this strategy.

### Projected Implementation Budget (2020 - 2025):

\$250,000.00

### Milestones:

1. Identify current Lincoln Park residents who would like to own a home in the neighborhood	1. By 6/1/2020
2. Partner with homeownership counseling entity to provide workshops and classes to households wanting to purchase a home	2. By 12/1/2020
3. Deploy subsidies and downpayment assistance to eligible home buyers to ensure pipeline of housing units are affordable to neighborhood residents	3. Ongoing

### Outputs:

1. Increase the number of homeowner occupants in the neighborhood by 20.	1. By 12/31/2025
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## GOAL 4: Preserve and create quality, affordable housing in Lincoln Park.

The housing stock in the Lincoln Park Neighborhood is growing older and less affordable for current residents. Residents and partner organizations alike should advocate for quality housing – both existing and new – for different categories of residents. Housing that is affordable for residents representing a spectrum of the income scale will allow for a diverse, mixed-income community to grow and thrive in the Lincoln Park Neighborhood. A combination of existing programs, recently adopted legislation, and advocacy will help current and future residents be able to have quality, affordable housing in Lincoln Park for generations to come.



# II. HOUSING

## STRATEGY 4.1: AFFORDABLE HOUSING FOR ALL

Private developers have already begun to develop market-rate housing in the Lincoln Park Neighborhood. LPCCD must take an active role in seeking out opportunities to acquire, develop, or preserve properties in the neighborhood for affordable housing. LPCCD staff will work with resident leaders to attend planning board and zoning board meetings to ensure that all developers comply with their municipally mandated affordable housing obligation – this obligation differs based on the property's status as a rehabilitation, a new construction, or if property was obtained through a redevelopment agreement. Resident leaders should also push for the inclusion of these income-restricted units at the site of the development instead of providing them off-site or through a monetary contribution to the City's Affordable Housing Trust Fund. Deed-restricted affordable housing units should remain affordable to residents beyond the compliance period its funding dictates – using Affordable Housing Trust Fund dollars or other sources of money to do that is paramount. Discussed further in the Community Empowerment & Resident Leadership section of this plan, residents will learn to be advocates for equitable development and a mixed-income community.

Innovative models for ensuring housing affordability can be found nationwide. LPCCD and CAPC should engage private developers and work with them to incentivize the creation of permanently affordable units for neighborhood residents, seniors, and/or artists through a vehicle such as a community land trust in partnership with the to-be-formed Newark Land Bank. LPCCD and CAPC will also engage with local corporations, hospital systems, and financial institutions to determine ways that these entities can leverage their resources and legal obligations to benefit residents of the Lincoln Park Neighborhood. LPCCD will look to leverage its status as a non-profit to partner on applications for state or federal housing subsidies, and utilize its relationships with private foundations to get support for these projects. This strategy will not only help address the displacement risk to local residents more generally, but could also help further the strategy to create and preserve artist live/work spaces.

### Projected Implementation Budget (2020 – 2025):

\$50,000.00

#### Milestones:

1. Train and educate resident leaders about the municipal inclusionary zoning ordinance.	1. By 12/31/2020; Ongoing
2. Mobilize resident leaders to attend monthly planning/zoning board of adjustment meetings.	2. By 7/1/2021; Ongoing
3. Arrange meetings with private developers working in the neighborhood to educate them about the neighborhood plan and its tenants.	3. By 12/31/2021
4. Advocate for the use of Affordable Housing Trust Fund dollars to be used to maintain affordability of deed-restricted affordable housing and to subsidize the development of new affordable housing	4. Ongoing
5. Engage with Essex County Land Trust and the to-be-formed Newark Land Bank to ensure long-term housing affordability in the Lincoln Park Neighborhood	5. Ongoing
6. Work with developers to identify potential subsidies and where applicable, apply for funding with developers to ensure affordability goals.	6. Ongoing

# II. HOUSING

## Outputs:

1. Ensure at least 5 vacant lots or abandoned properties' ownership is transferred to the Essex County Land Trust or the to-be-formed Newark Land Bank.	1. By 12/31/2025
2. Attend at least 15 planning board and zoning board meetings.	2. By 12/31/2025
3. Host 10 financial wellness workshops	3. By 12/31/2025

## STRATEGY 4.2: IMPROVING EXISTING HOMES AND MAKING THEM HEALTHY

Lincoln Park's housing stock presents a unique mix of older wood-frame and brick homes, newer Bayonne-box style housing, and several recently constructed multi-family buildings. Our parcel-level exterior property conditions survey revealed that this diverse housing stock is currently kept in a variety of conditions. The 327 Residential or Mixed-Use structures in the neighborhood had 67% in 'Good' condition (220 structures), 29% in 'Fair' condition (94 structures), and 4% in 'Poor' condition (13 structures). In a neighborhood where some 60% of residential structures are owned by landlords who do not live in Newark, investment in the upkeep and maintenance of housing units is inadequate. A full 100% of the residential and mixed-use structures in 'Poor' condition are owned by investors. All of this despite market rents that range from \$1,000-\$1,150 for a 1-bedroom apartment to \$1,850-\$2,000 for a 3-bedroom unit.

Property owners and the City need to monitor the housing stock to ensure that housing units are healthy and safe, not only for tenants but also for owner-occupants. This includes making available assistance to help low-income homeowners undertake critical health and safety improvements to their homes. LPCCD and its partners will work to implement a healthy housing protocol whereby all renovations completed by LPCCD or its partners will utilize a healthy homes checklist. In addition, this plan anticipates LPCCD's community organizer working with resident leaders to advocate that municipal ordinances related to building codes, lead and mold remediation, pest removal, and inspections be enforced.

## Projected Implementation Budget (2020 - 2025):

\$5,500,000.00

## Milestones:

1. Partner with Community Asset Preservation Corporation (CAPC) to create Lincoln Park-specific Healthy Homes Checklist.	1. By 7/1/2020
2. Develop a home repair grant program that addresses critical health and safety issues.	2. By 10/1/2020
3. Host Healthy Homes workshop for municipal inspectors, property owners, community health workers, and other interested parties.	3. Biannually, by 6/30 & 12/31 of each year
4. Utilize Healthy Homes Checklist for all LPCCD-branded residential development and home repair projects.	4. Ongoing

## Outputs:

1. Develop a small home repair program.	1. By 10/1/2020
2. Host 3 Healthy Homes workshop for municipal inspectors, property owners, community health workers, and other interested parties	2. By 12/31/2025

# II. HOUSING

## Case Study: Ground-Leases – Atlanta, GA

As Downtown Atlanta continues to experience unprecedented growth and the Atlanta BeltLine – a 22-mile loop of multi-use trails, modern streetcar, and parks – nears completion, residential neighborhoods are beginning to face development pressures. These neighborhoods are mostly home to low-income residents who had previously been stably housed. Now, they face the prospect of being priced out of their neighborhoods. Invest Atlanta, the official economic development authority for the City of Atlanta, and Atlanta Land Trust are working to provide ‘legacy residents’ with a pathway to homeownership through the creation of a ground-lease program.

The Atlanta Land Trust allows home buyers the ability to purchase the house – but not the land it is on. The land, owned by the City and leased to the Atlanta Land Trust at \$1 annually on a 99-year ground lease, no longer presents an impediment to purchasing a home. When a home is sold, the owners keep any appreciation on the structure while the land remains the property of the City. This way, the cost of homeownership is lower, ‘legacy residents’ have the opportunity to purchase property in their neighborhoods, and home buyers have a sense of ownership and pride in their community.



*Credits: Atlantalandtrust.com*



# III. ECONOMIC DEVELOPMENT

## Introduction

The Lincoln Park Neighborhood presents an interesting case as it relates to focused economic development. While the neighborhood is easily accessible from the core downtown business district and well connected via public transit to the Greater-Newark region, there are few large employers that call the Lincoln Park Neighborhood home. Historically, ‘the Coast’ was home not only to artists and musicians, but also restaurants and shops that served the wealthy homeowners surrounding the park and the working class families that lived throughout the neighborhood. The wealthy homeowners controlled some of the most prominent businesses in Newark during their time – factories and breweries among them – while the working class families from the neighborhood worked in those factories, breweries, and in many of the prominent retail establishments that were located in Downtown Newark. Today, the wealthy homeowners who lined the park have moved to the suburbs and many of the working class residents of the Lincoln Park Neighborhood work in retail, health care, food service and hospitality.

Economic development for the Lincoln Park Neighborhood is as much about seeding future small business growth and sustainability as it is about attracting new businesses and preparing the workforce to tackle the changing economy. Ensuring the neighborhood’s zoning and land-use supports this growth is key as buildings and underutilized lots continue to be transformed. In order to further burnish the areas’ cache as an arts district, LPCCD will work with local artists and the Newark Arts Council to develop trainings, shared marketing opportunities, and other supports to grow and sustain the community of working artists in the Lincoln Park Neighborhood as entrepreneurs. Moreover, LPCCD will look to partner with entities that provide small business training and support to ensure that other existing and prospective small businesses have the tools they need to survive and thrive as well. Working to identify and fill gaps in education and training will be necessary to ensure that local young people have the skills needed to enter into the established and emerging fields such as finance, information technology, and professional service that are available in Newark and the surrounding region.

Changing demographics and shifting economics have opened up new opportunities for economic development in the Lincoln Park Neighborhood. The goals and strategies in this section outline a vision for a thriving neighborhood of locally owned small businesses, a sustainable artist community, and residents who are trained and competitive for 21st century jobs.

### **GOAL 5:** Create a thriving hub of neighborhood businesses.

At community forums and in focus groups, residents of the Lincoln Park Neighborhood discussed their wish to see more small businesses and shopping options in their neighborhood. Currently, many residents have to take public transportation to get to retail stores, for local services such as dry cleaners or nail salons, and to do their grocery shopping.

# III. ECONOMIC DEVELOPMENT

With more than 20 vacant storefronts in the Lincoln Park Neighborhood, there is ample opportunity to work with property owners and residents to encourage investment, attract new businesses, and help existing businesses expand or find new space in the neighborhood.

## **STRATEGY 5.1: ATTRACTIVE & AFFORDABLE STOREFRONTS**

With at least 22% of existing commercial spaces in the Lincoln Park Neighborhood vacant, the neighborhood is ripe for an infusion of new commercial uses. Only 10% of the vacant storefronts were categorized as being in “Good” condition (i.e. move in ready) during the parcel survey. The vacant storefronts in “Fair” or “Poor” condition need attention and investment to become neighborhood assets. LPCCD will work with property owners and the City of Newark to encourage investment and attract new businesses to these storefronts.

During the planning process, discussions with entrepreneurs and existing small businesses revealed their view that commercial rents in the Lincoln Park Neighborhood are exorbitant for start-up businesses. Rents of up to \$5/sq. ft. per month can run an average storefront in the Lincoln Park Neighborhood \$2,500 - \$5,000 per month. Those costs – in addition to other overhead and inventory – are difficult for any new or struggling small business. LPCCD will look to leverage public and private dollars to ensure that these storefronts remain affordable for existing neighborhood businesses and entrepreneurs looking to open their first brick-and-mortar location. LPCCD will look to models being implemented by others around the state who provide funding to ensure commercial rents are affordable during a business’ start-up phase. Over the long-term, LPCCD will work with property owners to ensure that a mix of commercial spaces are available and affordable for start-up and established businesses by supporting municipal policies that incentivize affordable commercial spaces for a variety of business types.

### **Projected Implementation Budget (2020 – 2025):**

\$300,000.00

### **Milestones:**

1. Develop an inventory of existing businesses and storefronts in the neighborhood	1. By 7/1/2020
2. Have 1-on-1 conversations with storefront property owners to discuss tenancy & Plan goals regarding improved storefronts and streetscapes	2. By 12/1/2020
3. Have 1-on-1 conversations with businesses to discuss needs to improve the look of storefront and streetscape	3. By 12/1/2020
4. Develop grant/rent subsidy programs and advertise them to neighborhood businesses	4. By 7/1/2021
5. Meet quarterly with business owners and property owners to discuss ongoing challenges and strategies to improve the look of the business district	5. Quarterly

### **Outputs:**

1. Begin quarterly meetings with business owners and commercial property owners.	1. By 7/1/2020
2. Reduce commercial vacancy by 33%	2. By 12/31/2025

# III. ECONOMIC DEVELOPMENT

## STRATEGY 5.2: CLUSTERED ECONOMIC DEVELOPMENT

Successful business districts form more readily when the energy and creativity of each individual business fuels the energy and creativity of the next. The relationship between businesses can start with joint efforts to attract more foot traffic and undertake shared marketing. But to succeed in today's economy, taking additional steps to develop shared purchasing agreements, shared back office services, and promotional discounts for each other's products can make a big difference, especially for start-up and young businesses. Clustering of businesses breeds economic activity and helps to lift each business' fortunes. In Lincoln Park specifically, extra attention will be paid to develop a cluster of arts and other 'creative' enterprises.

Another economic development strategy that would benefit from the clustering of businesses is targeting larger corporations for procurement. The City of Newark is home to major corporations such as Prudential, Panasonic, PSE&G, and Audible, to name a few. These corporations as well as major institutions such as area hospitals and universities could purchase their goods and services locally benefitting Newark businesses. LPCCD will work with Lincoln Park Neighborhood businesses to identify opportunities to secure contracts and commissions from these entities.

### Projected Implementation Budget (2020 – 2025):

\$30,000.00

### Milestones:

1. During 1-on-1 conversations with businesses, discuss procurement needs and opportunities to source goods/services from local suppliers	1. By 12/1/2020
2. Work with NCEDC and the Newark Alliance to host information sessions about procurement with larger Newark corporations and businesses	2. By 7/1/2021
3. During quarterly meetings, explore opportunities for businesses to develop joint marketing efforts	3. Quarterly

### Outputs:

1. Have at least 5 new businesses open in the Lincoln Park neighborhood.	1. By 12/31/2025
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## STRATEGY 5.3: NEIGHBORHOOD BRANDING & DISTRICT DEVELOPMENT

Neighborhood residents spoke throughout the planning process about the sense of identity they feel as a part of the Lincoln Park Neighborhood. In the past, Wells Fargo funded the installation of branded flags around Lincoln Park – helping to create a sense of place. Additional branding elements such as branded flags, coordinated wayfinding signage, special lighting, and public art would further build the image of the neighborhood and burnish its reputation as a thriving arts and culture district.

Targeting key gateways for these aesthetic improvements is important to welcome residents, stakeholders, and visitors to the neighborhood. Travelers entering the neighborhood along East/West Kinney Street, Mayor Kenneth A. Gibson Boulevard (Broad Street), Martin Luther King Jr. Boulevard, Clinton Avenue or via Washington Street, would be greeted by branded flags, gateway signs, coordinated wayfinding signage, and public art.



# III. ECONOMIC DEVELOPMENT

These improvements should be made in concert with the City of Newark and Essex County in order to identify cost-sharing opportunities and maximize the coordination and impact of routine/scheduled projects on these major thoroughfares.

Shared marketing and other coordinated efforts should be pursued to generate more foot traffic throughout the neighborhood's commercial corridors. LPCCD will work with organizations such as Forward Ever Sustainable Business Alliance to market the neighborhood as a great place to live, work, and shop as well as to assist in the organization of a merchant's association of neighborhood businesses. Forward Ever has a history of advocating for independent, locally owned businesses. LPCCD will work with Forward Ever to advocate for better policies and practices that support small businesses as well as helping to promote the clustering of complementary businesses in the neighborhood. LPCCD should also capitalize on the Newark Downtown District's prospective expansion to include the areas around Lincoln Park and South Broad Street.

## **Projected Implementation Budget (2020 – 2025):**

\$100,000.00

### **Milestones:**

1. Work with a committee of neighborhood residents and business owners on the development of a district branding plan	1. By 3/1/2021
2. Purchase and display branding materials at select locations throughout the neighborhood – clearly delineating the boundaries of the Lincoln Park Neighborhood	2. By 7/1/2021
3. Discuss the expansion of the Newark Downtown District (NDD) to include the Lincoln Park Neighborhood	3. By 12/1/2021
4. Meet quarterly with business owners and other stakeholders to improve the Lincoln Park business district	4. Quarterly
5. Work with Forward Ever Sustainable Business Alliance on shared marketing opportunities and help businesses position themselves to take advantage of increased investment in Newark	5. Continuously

### **Outputs:**

1. Launch Lincoln Park Merchants' Association.	1. By 12/31/2020
2. Develop an annual promotional campaign for neighborhood businesses.	2. By 12/31/2020
3. Develop district brand and have materials placed strategically throughout the neighborhood.	3. By 7/1/2021
4. Have at least 5 new businesses open in the Lincoln Park neighborhood.	4. By 12/31/2025

## **STRATEGY 5.4: RETAIL WISH LIST**

Residents of Lincoln Park discussed their 'wish list' of commercial and retail uses that they would like to see within the neighborhood. Attracting businesses that complement each other and meet the day-to-day needs of residents will further enhance Lincoln Park's reputation as a desirable neighborhood in which to live, shop, and recreate. Residents hope to attract: sit-down restaurants/eateries including those with healthy food options, a grocery store, cafes with outdoor seating, boutique shops, a dry cleaners, and arts-related businesses.

# III. ECONOMIC DEVELOPMENT

Residents also suggested focusing efforts to draw restaurants and shops with bigger, national brands along McCarter Highway where the heavier traffic would help to sustain them.

This strategy hinges on planning, zoning, and additional market factors lining up to support these efforts. LPCCD will work with resident leaders, local officials, and other stakeholders to ensure that the desire for these uses are conveyed to potential developers or businesses interested in locating in the City of Newark. Cultivating a deeper partnership with the NCEDC and the Newark Alliance could also help ensure that future development in the Lincoln Park Neighborhood meets residents' needs.

## Projected Implementation Budget (2020 - 2025):

\$15,000,000.00

Milestones:

1. Present wish-list of retail uses to property owners, NCEDC, and the City.	1. By 12/31/2020
2. Meet regularly with property owners along the Broad Street corridor.	2. Quarterly; Ongoing
3. Advocate for the inclusion of wish-list uses in new developments and property rehabilitations.	3. Ongoing

Outputs:

1. At least 3 business types named on the "Retail Wish-List" open in Lincoln Park.	1. By 12/31/2025
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## GOAL 6: Develop the next generation of Newark's workforce.

With educational attainment slightly below the citywide rate, many residents of Lincoln Park are not in a position to be employed in the technology, finance, logistics, and healthcare jobs that are already present or are coming to the Greater-Newark region. Community forums revealed that residents were concerned about job prospects and during a focus group held at Great Oaks Legacy Charter School, students talked about the need to prepare for the 'new economy' and 'jobs that might not exist yet'. Partnerships in the education space as well as new partnerships with entrepreneurial and small business training providers will be crucial as the LPCCD and the City of Newark look to increase the percentage of Newark residents working in Newark-based jobs.

### STRATEGY 6.1: YOUTH JOB READINESS & EDUCATION

A common refrain during the planning process was the need to have more and better educational offerings for children and young adults. Approximately 27% of the neighborhood's population did not graduate high school while only 13% have a bachelor's degree. These figures differ only slightly from the City of Newark's 26% of individuals who did not graduate from high school and 14.5% of people who have a bachelor's degree. To address these statistics, LPCCD will partner with several local organizations to offer neighborhood youth access to high-quality educational and job readiness programs.

# III. ECONOMIC DEVELOPMENT

New Jersey Law and Education Empowerment Project (NJ LEEP) is a college access and success program. They work to empower middle and high school students to prepare academically, socially, and emotionally for the transition to college. Programming focuses on skill development, exposure to jobs and mentors, and also works with parents to help them learn how best to support their children. Newark Opportunity Youth Network's (NOYN) Re-Engagement Center works with individuals between the ages of 16-24 and provides job training and industry-recognized certifications in a variety of fields (e.g. construction, healthcare, technology). Further, NOYN works with youth to help them earn their high school diploma.

## Projected Implementation Budget (2020 - 2025):

\$150,000.00

Milestones:

1. Work with neighborhood schools to understand gaps in educational programming	1. By 5/1/2020
2. Convene meeting between neighborhood school leadership, NJ LEEP, and NOYN to align programs to serve the needs of Lincoln Park youth	2. By 7/1/2020
3. Market and launch programs for Fall 2020 school year	3. By 9/1/2020
4. Develop mentorship program for neighborhood youth	4. By 1/1/2021
5. Secure placement of Lincoln Park youth in citywide youth development programs	5. Continuously

Outputs:

1. Develop formal MOUs with NJ LEEP and NOYN to provide training and targeted educational opportunities in the Lincoln Park neighborhood.	1. By 9/1/2020
2. Reduce the percentage of Lincoln Park residents who do not have a high school degree by 10%.	2. By 12/31/2025

## **STRATEGY 6.2: NEWARK 2020 & YOUTH EMPLOYMENT**

The City's **Newark 2020** initiative seeks to encourage Newark-based businesses to hire Newark residents. LPCCD should coordinate with Newark 2020 organizers to ensure the initiative is marketed heavily to Lincoln Park Neighborhood residents to make them aware of training programs designed to prepare people for the demands of jobs at Newark-based businesses as well as employers throughout the Greater-Newark region. Additional avenues for local hiring could be found in the hiring of local contractors for development projects.

There are approximately 1,550 residents in Lincoln Park who were employed in 2015; 39.7% of residents under the age of 29 were unemployed in 2015. Targeting employment programs to teens and young adults will decrease this percentage and help to develop transferable skills that teens and young adults can utilize in other roles in the future. Encouraging teens and young adults to apply for and participate in the City's **Summer Youth Employment Program** is also a good first step in helping them learn what it takes to hold a job and the responsibilities that come with it. For many teens and young adults, this might be their first exposure to a job. Further, LPCCD should work with local educational institutions and the One Stop center, located within the Lincoln Park Neighborhood, to host information nights about training programs and other educational programs designed to prepare teens, young adults, and others interested in making a career transition to jobs in the 21st Century economy.



# III. ECONOMIC DEVELOPMENT

## Projected Implementation Budget (2020 – 2025):

\$200,000.00

### Milestones:

1. Meet with Newark 2020 leaders.	1. By 7/1/2020
2. Develop an inventory of existing workforce development initiatives.	2. By 12/31/2020
3. Host a job fair in the Lincoln Park neighborhood.	3. By 7/1/2021
4. Promote the existing City of Newark-run Summer Youth Employment program and other workforce development initiatives in the region	4. Annually
5. Connect neighborhood residents to apprenticeship and training programs.	5. Continuously
6. Explore ways to partner with the City and other agencies to expand the program to provide year-round youth employment opportunities.	6. Ongoing

### Outputs:

1. Place eligible Lincoln Park youth in the City's Summer Youth Employment Program.	1. By 12/31/2025
2. Reduce the percentage of residents under the age of 29 who are unemployed by 10%.	2. By 12/31/2025

## **STRATEGY 6.3: SMALL BUSINESSES & ENTREPRENEURSHIP TRAINING**

There are at least 60 existing businesses with a brick-and-mortar presence in the Lincoln Park Neighborhood. Many of these businesses are micro-enterprises with fewer than 5 full-time employees. As a neighborhood committed to furthering the arts and arts-adjacent businesses, LPCCD wants to encourage the growth of small businesses in this sector. Encouraging existing arts-related small businesses from around the City of Newark to locate in Lincoln Park as development pressures close in on them is one potential strategy. Working with neighborhood entrepreneurs to grow their home-based business or 'side-hustle' into a legitimate small business is another.

Creating or identifying a support network for budding entrepreneurs in the creative economy is also key. LPCCD will coordinate with local and regional partners such as Rising Tide Capital, Greater Newark Enterprises Corporation, and UCEDC to provide entrepreneurship training and build on the coursework and programs available at local colleges and universities and the City's One Stop center. Leveraging existing programs offered by these organizations and institutions will allow LPCCD to better connect resident-entrepreneurs with the resources they need to develop a business from concept to reality.

# III. ECONOMIC DEVELOPMENT

## Projected Implementation Budget (2020 – 2025):

\$90,000.00

### Milestones:

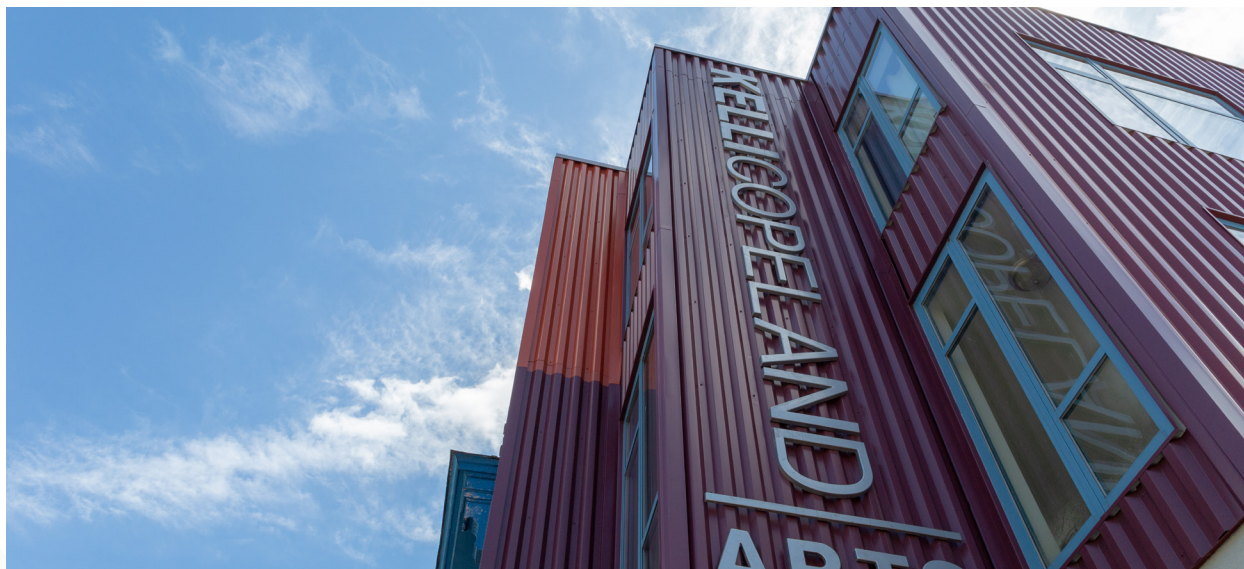
1. Convene a meeting with neighborhood-based entrepreneurs and others interested in developing a small business in Lincoln Park.	1. By 7/1/2020
2. Meet with Rising Tide Capital, UCEDC, and GNEC to discuss entrepreneurship and financing programs for entrepreneurs.	2. By 12/31/2020
3. Promote existing entrepreneurship courses or financing programs to neighborhood-based entrepreneurs.	3. By 7/1/2021
4. Develop arts focused entrepreneur training and host courses in Lincoln Park.	4. By 7/1/2021
5. Support at least 2 neighborhood-based entrepreneurs to create small businesses.	5. By 12/31/2022

### Outputs:

1. Support at least 2 neighborhood-based entrepreneurs as they create small businesses	1. By 12/31/2022
2. Graduate 1 cohort of entrepreneurs from training courses (5 total).	2. Annually by 12/31/2025

## **Case Study: Reviving Commercial Spaces – Orange, NJ**

Addressing the challenge of rebuilding a base of businesses and reviving vacant commercial space, HANDS, Inc. in Orange developed a program to provide commercial rent subsidies to help businesses gain a foothold in their two focus neighborhoods. HANDS helped commercial tenants by paying 100% of a businesses' rent in their 1st year and then 50% of their rent the 2nd year; allowing small businesses to reduce their facility costs allow them to focus on building their clientele and solidifying their business plan. This strategy also helped HANDS curate the types of businesses that were opening up in their focus neighborhoods by offering these rent subsidies to different types of businesses. Today, several of the businesses that HANDS assisted with the commercial rent subsidies still occupy the same storefront while others have grown and expanded in Orange.



# IV. COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP

## Introduction

During the planning process, residents and stakeholders continuously brought up the need to work together to effect the change they wanted to see not only in the neighborhood but also citywide. Empowering the community is about more than providing residents with a platform to speak their minds, it is about building a coalition of stakeholders who are committed to bringing to light shared concerns, finding common ground, and advocating for solutions. Strengthening civic leadership and community capacity at the grassroots level is critical to hold local government accountable and ensure that residents maintain a strong role in guiding the revitalization of the neighborhood.

Residents of Lincoln Park have proven, time and again, that they are leaders – in their children’s schools, in the workplace, and in the community – and now it is time for them to be recognized as such. Working in partnership with LPCCD, CAPC, and other community stakeholders, this plan envisions residents at the forefront of positive change in the Lincoln Park Neighborhood. Much of this plan’s success hinges on organizing and empowering residents and existing groups to own and continue to address the challenges and opportunities facing them. This section envisions strategies that help residents and stakeholders find their collective voice and act on it.

## GOAL 7: Organize and strategize to affect change.

LPCCD has been a convener of residents, artists, and stakeholders throughout its history. In order to take the next step – to organize residents and stakeholders and strategize on how to effect change – LPCCD will take a more focused approach to community organizing. The strategies in this section set the stage for a future where residents of the Lincoln Park Neighborhood are once again the leading citizens of Newark.

### STRATEGY 7.1: HIRE A COMMUNITY ORGANIZER & BUILD AN ORGANIZING PROGRAM

Much of this plan’s success hinges on organizing and empowering residents and existing groups to own and act on the neighborhood opportunities and challenges identified in the planning process. This will require LPCCD to hire a dedicated community organizer to lead the organization’s resident empowerment and engagement activities. This will help not only from a capacity standpoint, but also as a tool to bring the community together.

Strengthening civic leadership and community capacity at the grassroots level is critical to hold local government accountable and ensure that residents maintain a strong role in guiding the revitalization of the neighborhood. The community organizer will oversee community meetings, help to plan and manage neighborhood events, and develop a resident empowerment framework where meetings are about solving problems.

In order to succeed in building a culture of community organizing, the community organizer will build a base of at least 20 community leaders who will serve as subcommittee or issue leaders, with a goal of having 500 residents participate in LPCCD activities each year. Instituting regular community meetings as a forum for communicating progress and building momentum will be another element of the strategy, as will having LPCCD’s community organizer support at least one resident-organized issue campaign per year. To build on the advocacy strategy, the community organizer will work with leadership to turn out 60% of LPCCD eligible voters in local, state, and federal elections and cement the Lincoln Park Neighborhood as a force in local affairs.



# IV. COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP

## Projected Implementation Budget (2020 – 2025):

\$75,000.00

### Milestones:

1. Develop and post a job description for the community organizer position	1. By 1/1/2020
2. Interview candidates & hire a community organizer.	2. By 4/1/2020
3. Identify residents who are active in the neighborhood.	3. Continuously
4. Develop relationships with residents, learn their interests, and understand their goals.	4. Continuously
5. Convene resident leaders monthly to initiative actionable plans to achieve neighborhood plan goals.	5. Continuously

### Outputs:

1. Hire and train 1 community organizer.	1. By 7/1/2020
2. Identify and develop 20 resident leaders.	2. By 12/31/2021
3. Convene 60 resident leader meetings (1 per month) to further neighborhood plan goals.	3. By 12/31/2025
4. Achieve 60% voter participation in local, state, and federal elections in Lincoln Park voting precincts.	4. By 12/31/2025

## **STRATEGY 7.2: EDUCATE RESIDENTS & ADVOCATE FOR CHANGE**

James Madison once said, “Democracy demands an informed electorate.” The community organizer will work with groups such as the Newark Civic Trust to coordinate civic education opportunities for residents of the Lincoln Park Neighborhood. Educating residents about topics such as planning board hearings, zoning board hearings, municipal budgets, and other local government intricacies will help residents to be able to make informed decisions about advocacy campaigns they want to pursue. LPCCD’s community organizer will work with groups such as the Civic Trust to plan educational workshops around topics relevant to the Lincoln Park community. The community organizer will ensure that at least 5 resident leaders participate in civic/organizing training per year.

The City of Newark has taken steps over the past several years to be more responsive to residents by, among other initiatives, creating a Citizen Review Board for the Newark Police Department and passing an Inclusionary Zoning ordinance. Much of that change has been in response to advocacy efforts led by resident leaders of organizations throughout Newark. LPCCD staff will continue working with the Newark Community Development Network (NCDN) and with other CDCs and nonprofits as they develop and advocate for policy proposals that advance equity and guard against displacement of Newark residents. In addition, LPCCD staff and resident leaders will leverage their relationships with local officials and corporate partners to advance policies that advance the equitable revitalization of the Lincoln Park neighborhood.

# IV. COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP

## Projected Implementation Budget (2020 - 2025):

\$30,000.00

### Milestones:

1. Partner with the Newark Civic Trust to host community meetings in Lincoln Park.	1. By 4/1/2020
2. Conduct educational classes on topics relevant to Lincoln Park residents; partner with civic leaders and partner organizations to be guest speakers.	2. By 7/1/2020; Ongoing
3. Meet with Newark Community Development Network (NCDN) members.	3. Quarterly
4. Meet with Council Members & key municipal officials.	4. Quarterly

### Outputs:

1. Host 1 Civic Trust meeting in Lincoln Park.	1. By 7/1/2020
2. Conduct 15 educational classes on topics relevant to Lincoln Park residents (excluding planning board/zoning board processes).	2. By 12/31/2025
3. Have municipal officials attend at least 10 community meetings.	3. By 12/31/2025

## GOAL 8: Develop the capacity of residents and partner organizations.

As opportunities and challenges arise, the residents and partner organizations working in the Lincoln Park Neighborhood must be ready to respond. Resident leadership must be at the forefront of this plan, its goals, and its strategies; moreover, resident leaders must be at the table when decisions are being made. Identifying leadership opportunities and training residents to take this initiative and responsibility will be a key outcome of this plan. Further, LPCCD and CAPC will need to rely on partner organizations to advance the goals of this plan. Helping those organizations grow their capacity, jointly applying for funding, and working together to measure the impact of their work will benefit them and the Lincoln Park Neighborhood over the long term.

### STRATEGY 8.1: RESIDENT LEADERSHIP

The neighborhood planning processes exposed new voices and ideas from within the Lincoln Park Neighborhood. LPCCD recognizes that these voices must be nurtured and fostered so these residents can continue developing into leaders in the community. LPCCD will work to provide high-quality leadership development classes and workshops to residents of the Lincoln Park Neighborhood. Where possible, LPCCD will connect residents to established leadership development programs both locally (Leadership Newark) and nationally (Community Leadership Institute - NeighborWorks America). While these programs may be most relevant to young professionals and those in the workforce, programs should also be developed to support the leadership potential of neighborhood youth. Helping resident leaders develop is like planting seeds that will grow into mighty trees - even though you may never see them.

As LPCCD continues to train resident leaders, LPCCD will work to graduate these resident leaders into positions of responsibility. The community organizer should work with the LPCCD leadership to identify 1-2 resident leaders per year who could serve as Board members of the organization as current members cycle off.

## IV. COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP

Further, as part of the organization's advocacy strategy, resident leaders should be nominated and confirmed to municipal, county, or regional boards (e.g. planning board, historic preservation commission, etc.). Positioning residents for leadership roles will encourage more residents to become involved in the life of their community.

### Projected Implementation Budget (2020 - 2025):

\$45,000.00

### Milestones:

1. Empower residents to take the lead on neighborhood projects and initiatives.	1. By 12/1/2020
2. Encourage resident leaders to participate in Leadership Newark cohort.	2. By 7/1/2021
3. Apply for inclusion in the Community Leadership Institute through NeighborWorks America.	3. By 8/1/2021
4. Place 1 resident leader on the LPCCD Board of Directors	4. By 10/1/2021
5. Advocate for the nomination of at least 1 resident leader to a municipal or regional board/commission.	5. Annually

### Outputs:

1. Place 1 resident leader on the LPCCD Board of Directors	1. By 12/31/2021
2. Have resident leaders plan and execute at least 4 neighborhood-wide activities/ programs.	2. By 12/31/2022
3. Have at least 3 resident leaders be appointed to a municipal or regional board/ commission.	3. By 12/31/2025
4. Have at least 5 resident leaders attend the Community Leadership Institute through NeighborWorks America.	4. By 12/31/2025

### **STRATEGY 8.2: CAPACITY BUILDING & COMMUNITY PARTNERSHIPS**

LPCCD and NJCC/CAPC are not the only organizations operating in the Lincoln Park Neighborhood. Many other non-profit and socially conscious for-profit businesses operate in the neighborhood and contribute to the vibrant social and economic fabric. During the timeframe this plan is in effect, LPCCD and NJCC/CAPC will work to build the capacity of these organizations to help advance the goals and strategies found in this plan. Organizations can be contracted to carry out discrete projects or administer activities that build on the work they are already doing while targeting those projects or activities in the Lincoln Park Neighborhood.

The strengths of LPCCD lie in its legitimacy within the community, name recognition, ability to coordinate major events and its relationships with significant players like the City, PSE&G and various City-wide non-profit organizations. LPCCD's strategic plan positions it to take advantage of opportunities to serve as a convener and conduit between residents, stakeholders, and partner organizations to catalyze the changes envisioned in this plan. Building their own capacity to organize residents and leverage the work being done by partner organizations will help both LPCCD and NJCC/CAPC to strengthen their work in the Lincoln Park Neighborhood. Communicating consistently and having clear, formal roles and responsibilities will ensure that partnerships add value to the neighborhood. Moreover, measuring impact and clearly communicating it will help attract new resources to the Lincoln Park Neighborhood and further burnish its image as a neighborhood worth investing in.



## IV. COMMUNITY EMPOWERMENT & RESIDENT LEADERSHIP

### Projected Implementation Budget (2020 – 2025):

\$40,000.00

#### Milestones:

1. Develop standing bi-monthly meeting with non-profit partner organizations operating in the Lincoln Park neighborhood; develop shared goals & accountability loops	1. By 2/1/2020; Bi-Monthly
2. Meet with funders and other mission-aligned partners to determine priorities and discuss operationalizing strategies within this plan.	2. By 7/1/2020; Annually
3. Evaluate strategic roles partner organizations can play to advance this plan; include opportunities for partner organizations to get funding annually through NRTC and other grants.	3. Annually
4. Work with partner organizations to track and analyze agreed upon metrics and outputs.	4. Annually

#### Outputs:

1. Codify 2 formal partnerships to advance the goals of this plan with MOUs.	1. By 12/31/2020
2. Develop business/stakeholder advisory board.	2. By 12/31/2021
3. Onboard 1 additional partner per year to assist with plan implementation.	3. Annually by 12/31/2025

### Case Study: Community Organizing – New Brunswick, NJ

New Brunswick Tomorrow, founded in 1975, developed a neighborhood initiative to focus the organization's mission of providing all New Brunswick residents with the opportunity for a high quality of life; including but not limited to: education, employment, food, health, housing, and safety. The Esperanza Neighborhood Project fosters connects with and among neighborhood residents and local business people, building a social infrastructure to identify concerns and effectively advance solutions that maximize neighborhood potential.

Since 2014, NBT's Esperanza Neighborhood Project has empowered residents and driven numerous policy changes in New Brunswick. Among their victories are ordinances that mandate earned sick leave for New Brunswick businesses, the creation of a Municipal ID program, and advocacy for infrastructure improvements to local parks and street crossings. In addition to these efforts, in 2019, the Esperanza Neighborhood Project celebrated the completion of a new neighborhood revitalization plan which they hope to submit for inclusion in the state's Neighborhood Revitalization Tax Credit (NRTC) program.



# V. MOBILITY, INFRASTRUCTURE, & SAFETY

## Introduction

The Lincoln Park Neighborhood is a hub of activity. People are constantly coming and going and the infrastructure is continually strained. Residents noted that they struggle to make their way through the neighborhood and get their errands done. Crossing major streets, finding parking, and getting around using a bicycle all present challenges. There are many improvements that can be made to address these obstacles. This section will discuss ways to partner with public agencies to make improvements that make it easier for residents and visitors to get around.

One factor affecting mobility is that the City of Newark has aging infrastructure. This is true of streets, parks, and water pipes, to name a few. In an era where a growing chorus of experts talking about the long-term benefits to investing in improved infrastructure, Lincoln Park's residents are ready to advocate for investment in their neighborhood. We are proposing a mix of common-sense public improvements as well as for the adoption of several long-gestating proposals that would not only improve public infrastructure but also help spur additional investment in the Lincoln Park Neighborhood.

Another factor affecting mobility – public safety – was one of the most discussed topics during the planning process. Residents talked about their safety getting around the neighborhood and also highlighted their fear of violent crime. This must be addressed so that the 54% of residents who responded to the survey saying they feel unsafe in the neighborhood can feel safer. The strategies that address safety define some responsibilities and tasks for the two key partners who must work together to stem the violent crime – law enforcement and neighborhood residents.

Taken together, the goals and strategies in this section seek to make the Lincoln Park Neighborhood a well-functioning and safe place to live, work, and recreate.

## GOAL 9: Make it easier to get around.

A full 25% of households in the neighborhood do not own a car, and 22% of residents utilize one of the 14 bus lines that run in the neighborhood to get to work. Households that do own a car often struggle to find parking as a mix of multi-unit houses and an influx of commuters parking in the neighborhood contribute to oversubscribed streets. The low rate of car ownership coupled with the relatively high rate of public transit usage intensify the need for safe streets and reliable public transportation. This goal will be realized by advocating for proven strategies and improvements and testing new ideas to make an already efficient transit system better.

### STRATEGY 9.1: ADVOCATE FOR A NEW PATH STATION

The Port Authority of New York and New Jersey has been in discussions to extend the PATH train from its current terminus at Newark Penn Station to the Newark Liberty International Airport station on the Northeast Corridor. As part of that plan, discussions have also included creating an intermediate stop that would connect the southern part of Newark's Ironbound Neighborhood and be within walking distance of much of the southern portion of the Lincoln Park Neighborhood.

## V. MOBILITY, INFRASTRUCTURE & SAFETY

Creating this stop would help generate new transit-oriented development that would support ridership numbers and bring investment for other new uses in these neighborhoods.

LPCCD, CAPC, and their partners will work with residents to support the proposal to build a PATH station between Newark Penn Station and the proposed station at the Airport station. This advocacy effort will prioritize not only the physical development of the station, but also a community benefits agreement requiring local residents be hired to work on the project, public improvements be made to street crossings and associated infrastructure, and planning and zoning approvals be done in such a way as to mitigate investors speculating on properties by requiring benchmarks for construction starts and getting a certificate of occupancy.

### Projected Implementation Budget (2020 – 2025):

\$15,000.00

#### Milestones:

1. Work with advocacy groups, legislators, and municipal officials to secure a commitment for a PATH Station to be built along McCarter Highway.	1. By 12/31/2021
2. Work with local officials to broker a community-benefits agreement between the Port Authority and the City that ensures local residents have access to jobs associated with the station's development.	2. Ongoing
3. Work with resident leaders and municipal officials to ensure zoning changes as well as infrastructure improvements do not have an adverse impact on current residents.	3. Ongoing

#### Outputs:

1. Hold at least 2 meetings with Port Authority or local officials regarding the development of a new PATH Station.	1. By 12/31/2021
2. Have at least 1 LPCCD resident leader/representative help to negotiate community-benefits agreement for the construction of new PATH Station.	2. By 12/31/2025
3. Have at least 20 residents participate in meetings related to any rezoning in the area surrounding the proposed new PATH Station.	3. By 12/31/2025

### STRATEGY 9.2: EXPLORE DEDICATED BUS INFRASTRUCTURE ON BROAD STREET

The Lincoln Park neighborhood is a critical regional hub for bus transportation. While this provides residents with phenomenal access to key destinations like shopping and employment centers, Newark's commuter rail stations, and Newark Liberty International Airport, it also poses unique challenges for the community. The frequent bus traffic along congested, major City streets without a designated bus lane creates dangerous traffic flows and poor sight lines for pedestrian crossings.

This plan proposes advocating for the City and County to undertake a traffic study that explores the feasibility of creating a designated bus lane along Mayor Kenneth A. Gibson Boulevard (Broad Street) to begin addressing this issue. The study and the ensuing implementation will need to be coordinated carefully and considerably by LPCCD, resident leaders, and municipal officials.

Bus shelters have become focal points of litter and vagrancy as some of the few locations that offer seating. In response to this challenge, this plan recommends forging partnerships with NJ Transit and the City, which is charged with the maintenance of bus shelters, to seek sponsors to pay for improvements in exchange for advertising.



# V. MOBILITY, INFRASTRUCTURE & SAFETY

## Projected Implementation Budget (2020 – 2025):

\$250,000.00

### Milestones:

1. Convene meetings with partners and residents to discuss a dedicated bus lane on Broad Street.	1. By 12/31/2020
2. Convene meetings with City and County traffic and transportation officials to discuss a dedicated bus lane on Broad Street.	2. By 12/31/2021
3. Work with partners and public sector officials to develop temporary improvements to test long-term improvements to bus infrastructure on Broad Street.	3. By 12/31/2023

### Outputs:

1. Conduct at least 2 meetings with City and County traffic and transportation officials to discuss a dedicated bus lane on Broad Street.	1. By 12/31/2021
2. Work with partners and public sector officials to install temporary improvements to test long-term improvements to bus infrastructure on Broad Street	2. By 12/31/2023

## STRATEGY 9.3: SAFE CYCLING NETWORK

Residents of the Lincoln Park Neighborhood are utilizing bicycles for recreation and to commute around the City. This healthy and energy efficient way to get around should be encouraged and supported. By investing in the infrastructure needed for residents to do so safely, bicycling can become the preferred way to get around for many of the Lincoln Park Neighborhood's residents.

Building on work already happening in other parts of the City, LPCCD will work with residents to advocate for investment in the development of an interconnected network of bicycle infrastructure in and around the Lincoln Park Neighborhood. Improvements along MLK Boulevard and Washington Street will better connect residents with the central business district and the University Heights neighborhoods. This interconnected network of bicycle infrastructure will spur healthier lifestyles, opportunities for civic and social engagement, as well as the potential for additional economic development.

## Projected Implementation Budget (2020 – 2025):

\$300,000.00

### Milestones:

1. Convene stakeholders from local schools, places of worship, and institutions to advocate for improved bicycle infrastructure.	1. By 12/31/2020
2. Host meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park Neighborhood.	2. By 12/31/2021
3. Work with partners and public sector officials to install temporary improvements to test long-term improvements to cycling infrastructure in neighborhood.	3. By 12/31/2023
4. Partner with public sector partners to procure funding for appropriate studies and implementation of improvements to the cyclist network in the neighborhood.	4. Ongoing

# V. MOBILITY, INFRASTRUCTURE & SAFETY

## Outputs:

1. Conduct at least 2 meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park Neighborhood.	1. By 12/31/2021
2. Work with partners and public sector officials to install temporary improvements to test long-term improvements to cycling infrastructure in Neighborhood.	2. By 12/31/2023
3. Develop 2 miles of bicycle infrastructure in Lincoln Park Neighborhood.	3. By 12/31/2025

## GOAL 10: Improve neighborhood infrastructure.

Neighborhood residents bemoaned the state of the physical infrastructure in the Lincoln Park Neighborhood as lacking – especially compared to the rest of the central business district. Residents wanted to see improvements to the network of sidewalks and bicycle lanes in the neighborhood as well as the crosswalks and bus shelters. Where possible, green infrastructure treatments should be incorporated to increase projects’ long-term sustainability and to help make residents, and the City of Newark, healthier. As the neighborhood looks to attract more pedestrian traffic through new and improved small businesses and storefronts, sidewalk infrastructure will be especially important (e.g. benches, garbage cans, and street trees). Strategies to advance this goal rely on a strong partnership between public, private, and non-profit organizations.

### STRATEGY 10.1: GREEN INFRASTRUCTURE

The City of Newark suffers from an aging stormwater management system that becomes overwhelmed during heavy rains resulting in flooding and sewage discharges in the Passaic River. One of the recommended action items within this plan is the implementation of green infrastructure throughout the neighborhood. Such measures, including rain gardens and bioswales, would not only help prevent localized flooding events, but would help satisfy residents’ desires for more green spaces, safer streets and plantings throughout the neighborhood. In addition, rainwater harvesting can serve to support popular, existing community gardening programs.

Partnerships can be easily brokered with local and regional groups devoted to conservancy and stormwater management. There are several groups, including Rutgers, Newark DIG, the Newark Office of Sustainability, and the Urban League of Essex County with expertise and resources that can support these efforts. LPCCD could work with these groups to target areas within Lincoln Park. These projects are relatively cost-efficient and quick to implement, so several pilot projects could be identified and implemented before major upgrades are made in the Lincoln Park Neighborhood.

# V. MOBILITY, INFRASTRUCTURE & SAFETY

**Projected Implementation Budget (2020 - 2025):**

\$125,000.00

**Milestones:**

1. Partner with the City and other organizations to institute improvements to infrastructure.	1. Ongoing
2. Implement green infrastructure elements in all LPCCD-branded projects.	2. Ongoing

**Outputs:**

1. Develop 2 green infrastructure pilot projects in the Lincoln Park neighborhood.	1. By 12/31/2025
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**STRATEGY 10.2: PEDESTRIAN INFRASTRUCTURE IMPROVEMENTS**

During the planning process, residents identified several intersections and crosswalks that they perceived as dangerous for pedestrians to traverse. Site visits by the consultant team confirmed these reports and identified additional opportunities to improve pedestrian circulation throughout the neighborhood. With 3 schools in the neighborhood, numerous senior housing developments, and growing business corridors, prioritizing improvements to the way people get around will not only improve public safety but may also be a boost to the economic development prospects of the neighborhood.

Through the resident survey and during community forums, many residents expressed the desirability of the neighborhood as being close to friends, their jobs, and the many offerings of Downtown Newark and the surrounding area. Moreover, the proximity to transit hubs was cited as one of the key attributes of the neighborhood. Ensuring pedestrians can better connect to these hubs via bus, clear intact sidewalks, and/or bike lanes will help the neighborhood continue to be a desirable place to invest.

The following figures illustrate the locations of these infrastructure improvements, with details on proposed enhancements. LPCCD and its partners will work with the City, County and State to prioritize these improvements to calm major thoroughfares as part of upcoming public works investments and redevelopment projects. Outputs, such as the quantity and scope of improvements to the pedestrian travel networks will be used to measure the progress of this recommendation, while key indicators such as a reduction in the incidences of pedestrian related accidents will ultimately determine its success.

**Projected Implementation Budget (2020 - 2025):**

\$150,000.00



# V. MOBILITY, INFRASTRUCTURE & SAFETY

## Milestones:

1. Convene stakeholders from local schools, places of worship, and institutions to advocate for improved pedestrian infrastructure.	1. By 12/31/2020
2. Host meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park Neighborhood.	2. By 12/31/2021
3. Partner with public sector partners to procure funding for appropriate studies and implementation of improvements to the pedestrian circulation network in the neighborhood.	3. Ongoing

## Outputs:

1. Install countdown clocks at 4 intersections to improve pedestrian safety.	1. By 12/31/2022
2. Repaint and clearly mark crosswalks in the neighborhood.	2. BY 12/31/2022
3. Launch a study of potential long-term pedestrian improvements in the Lincoln Park Neighborhood.	3. By 12/31/2025

## **STRATEGY 10.3: PARKING MANAGEMENT**

While residents of the western portion of the Lincoln Park neighborhood have off-street parking by virtue of the design of the Bayonne-box style homes, residents in the southern and eastern sections are limited to on-street parking. The combination of numerous bus stops and lenient parking regulations along these streets result in a nearly constant deficit of street parking for residents owing to dozens of commuters who leave their vehicles in the area all day to take the bus to their place of work. The community organizer will work with resident leaders to push for more consistent parking enforcement on the affected streets. Further, this plan recommends that the neighborhood's long-term parking be restricted to neighborhood residents through the issuance of resident restricted permits. The Newark Parking Authority is currently developing a new parking garage in the vicinity of Newark City Hall. As part of the implementation of neighborhood wayfinding signage, information will be posted about commuter parking options.

## **Projected Implementation Budget (2020 - 2025):**

\$60,000.00

## Milestones:

1. Engage residents in the southern and eastern portions of the neighborhood in a dialogue about parking issues.	1. By 12/31/2020
2. Meet with City traffic officials to explore options for instituting permit or other forms of parking enforcement.	2. By 12/31/2021
3. Develop wayfinding signage plan to connect residents and visitors to Newark Parking Authority lots in the vicinity of the Lincoln Park neighborhood.	3. By 12/31/2021

## Outputs:

1. Conduct at least 2 meetings with City traffic officials to discuss options for permit parking or better code enforcement within the neighborhood.	1. By 6/30/2021
2. Pilot a resident parking permit program in the Lincoln Park neighborhood.	2. By 12/31/2021
3. Install wayfinding signage in the neighborhood highlighting Newark Parking Authority (NPA) parking.	3. By 12/31/2021

# V. MOBILITY, INFRASTRUCTURE & SAFETY

## STRATEGY 10.4: STREET TREES & PUBLIC SPACE IMPROVEMENTS

The lack of shade trees as well as the poor condition of many existing street trees was identified as an opportunity for improving the neighborhood by many attendees of community meetings. Studies have proven the benefits of increased trees and plantings to public health. LPCCD will work with the City and state to access existing funding and resources to replace ailing trees and plant new ones.

LPCCD staff will work with groups such as the Newark Conservancy and the Rutgers Master Gardeners program to develop an education/advocacy campaign to help residents and property owners better understand the benefits of street trees. Resident leaders will also work to ensure property owners know proper tree care and maintenance practices. The advocacy campaign can also ensure developers working in the neighborhood include trees and landscaping improvements as they invest in the neighborhood.

Placemaking installations such as temporary infrastructure can complement or supplement other amenities sought by the community. Features such as attractive street seating and bicycle parking facilities can be integrated into the fabric of the neighborhood along commercial corridors or within neighborhood parks. Jackson Park in particular, a mostly empty green space located at the southern gateway of the neighborhood, offers many opportunities for art installations, creative seating arrangements and potentially, playground equipment. These placemaking treatments, coupled with several other strategies proposed in this plan (e.g. Strategies 5.1 and 5.3), can help to promote healthy living, social and civic connections, as well as economic vitality in the Lincoln Park Neighborhood.

### Projected Implementation Budget (2020 - 2025):

\$250,000.00

#### Milestones:

1. Partner with the Newark Conservancy and/or Rutgers Master Gardeners to develop educational programming around the maintenance and benefits of street trees.	1. By 9/1/2020
2. Work with residents and business owners to purchase and maintain attractive streetscapes with elements such as: decorative garbage cans, public seating, and public art installations.	2. By 12/1/2020
3. Meet with residents on the blocks surrounding Jackson Park about their wishes for the revitalization of that park.	3. By 4/1/2021
4. Work with the Newark Conservancy and/or Rutgers Master Gardeners as well as other partners to improve and maintain Jackson Park and the neighborhood's other green spaces.	4. By 8/1/2021
5. Advocate for all new developments in Lincoln Park to include street trees and secure grant funding to speed up the process of replacing dead/ailing street trees with new ones.	5. Ongoing

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### Outputs:

1. Complete 10 public art installations	1. By 12/31/2022
2. Complete 25 public art installations	2. By 12/31/2025
3. Install and maintain at least 10 permanent public space improvements (e.g. benches, decorative garbage cans).	3. By 12/31/2025
4. Plant and maintain 75 new street trees in Lincoln Park.	4. By 12/31/2025

### GOAL 11: Every resident feels safe.

Every resident wants to feel safe in their home, their neighborhood, and in their City. Many social and economic factors have contributed to the fact that more than 54% of residents who responded to the neighborhood survey said they feel unsafe in the neighborhood. LPCCD, CAPC, and their partners have an obligation to help reduce that percentage and to make strides toward making the Lincoln Park Neighborhood a place where everyone feels safe. The strategies underpinning this goal require a collaborative approach between public sector partners, the neighborhood's non-profits, and residents to achieve.

#### **STRATEGY 11.1: PUBLIC SAFETY EDUCATION & CPTED**

LPCCD's community organizer will convene meetings with neighborhood residents to better understand specific areas of concern within the neighborhood. In concert with the Newark Police Department, the community organizer will work with residents to better understand current police practices and discuss ways they can be adjusted to target residents' concerns. The community organizer will look to continue convening monthly "Coffee with a Cop" dialogues that began prior to this most recent planning process. Furthermore, the community organizer can work with the Newark Police Department to encourage residents of the Lincoln Park Neighborhood to participate in the Citizens and Clergy Academy – an 8-week course that teaches participants about Police, Fire, and Office of Emergency Management functions.

Simultaneously, LPCCD, resident leaders, and other neighborhood partners should work with a qualified facilitator to do a Crime Prevention through Environmental Design



# V. MOBILITY, INFRASTRUCTURE & SAFETY

(CPTED) audit to identify potential safety threats, develop a research-based framework to address them, and collectively implement the resulting strategies to reduce real or perceived threats of crime in the neighborhood. CPTED strategies, proven in urban and suburban settings throughout New Jersey, typically involve physical adjustments that can be made by property owners and renters, such as modifications in lighting or landscaping, to deter crime in the neighborhood. The community organizer should ensure that all segments of the neighborhood – residents, institutions, and business owners – are aware of and engaged in the program to ensure that strategies are developed that address their concerns. During CPTED implementation, resident leaders can build on the work LPCCD has already done in coordination with PSE&G to enhance streetlights and other public infrastructure.

## Projected Implementation Budget (2020 – 2025):

\$75,000.00

### Milestones:

1. Convene meetings with residents to understand concerns over safety in the neighborhood.	1. By 7/1/2020
2. Encourage resident leaders to participate in the Citizens and Clergy Academy.	2. By 10/1/2020
3. Initiate a neighborhood-wide Community Policing Through Environmental Design process.	3. By 4/1/2021
4. Utilize knowledge gained through CPTED process to develop small grants program for residents and neighborhood businesses	4. By 9/1/2021
5. Invite Newark Police Department officials to continue participating in “Coffee with a Copy” sessions and other meetings with resident leaders to discuss concerns.	5. Monthly
6. Develop relationship with utilities, such as PSE&G, to ensure streetlights are maintained.	6. Ongoing

### Outputs:

1. Achieve 100% working streetlights in Lincoln Park.	1. By 7/1/2020
2. Convene 10 public safety meetings with residents.	2. Biannually by 12/31/2025
3. Complete 1 CPTED evaluation for the Lincoln Park neighborhood.	3. By 12/31/2025
4. Create a 10 person CPTED action team of residents and business owners.	4. By 12/31/2025
5. Hold at least 40 “Coffee with a Cop” sessions.	5. By 12/31/2025

## **STRATEGY 11.2: COMMUNITY POLICING**

During the community meetings for the neighborhood plan, residents expressed their concern with vagrancy, drug dealing, and the proliferation of drug paraphernalia discarded throughout the neighborhood. Further, resident surveys highlighted the fact that more than 50% of people thought public safety in the neighborhood was ‘poor’ or ‘very poor’.

One strategy that has been effective in addressing these types of issues in many communities is community policing. As noted above, the community organizer will work with neighborhood residents to identify areas of concern throughout the neighborhood. The organizer will work with

## V. MOBILITY, INFRASTRUCTURE & SAFETY

the Newark Police Department to obtain data about the nature of reported crime in the neighborhood and match that information with residents' feedback. Together, Lincoln Park residents and the Newark Police Department will come together to discuss strategies and plans that address residents' priority issues. Resident leaders can potentially help to organize neighborhood watches, educate fellow residents about the importance of 'see something, say something', and help continue the "Coffee with a Cop" program.

The community organizer will work with resident leaders to organize campaigns around key public safety issues, preparing them to take on responsibility for the follow up and communication with the City. This will include attending council meetings and following up with Police Department officials on concerns about enforcement. The success of this strategy will be measured in the reduction of reported incidents of crime in key areas selected, and increased levels of residents who perceive the neighborhood as safe based on periodic surveys.

### Projected Implementation Budget (2020 - 2025):

\$20,000.00

#### Milestones:

1. Conduct community meetings and ensure resident leaders are able to advocate for the Lincoln Park Neighborhood as it relates to safety.	1. By 4/1/2020
2. Identify 1-2 points of contact with the Newark Police Department (NPD) specifically for Lincoln Park-related Police inquiries.	2. By 7/1/2020
3. Acquire neighborhood-specific crime data from the NPD and use it to help inform residents about trends and crime hot spots.	3. By 12/31/2020
4. Work with NPD to develop targeted policing strategies to employ in the neighborhood.	4. By 4/1/2021
5. Conduct periodic surveys of residents to understand perception of safety in the neighborhood.	5. Annually; By 6/1
6. Conduct "Coffee with a Cop" program on a regular basis.	6. Monthly

#### Outputs:

1. Reduce the percentage of people who feel that public safety was "poor" or "very poor" by half (from 50% to 25%).	1. By 12/31/2022
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# VI. RESIDENT SERVICES & SUPPORTS

## Introduction

Residents discussed the need for additional social services to assist Lincoln Park Neighborhood residents. While most of these services and supports will be open and available to all residents, some may need to be targeted to specific vulnerable populations that are underserved by current programs available in the neighborhood. The services and supports discussed in this section focus on youth, senior citizens, community health, and special populations. LPCCD, CAPC, and their partners will look into developing shared use agreements with citywide entities to link residents with existing programs outside of the Lincoln Park Neighborhood while working to identify long-term solutions to these issues more locally.

Throughout the planning process, residents of all ages talked about the need for more programs geared to youth and to senior citizens. These age groups make up more than 50% of the total population of the Lincoln Park Neighborhood. Targeting services, supports, as well as programming to meet their needs will help these important segments of the Lincoln Park Neighborhood to flourish.

Similarly, there was concern throughout the planning process about two unique but interconnected topics – community health and the special populations that utilize institutions in the Lincoln Park Neighborhood for their supports. Promoting a healthy lifestyle is a cornerstone goal of this plan. Further, supporting and uplifting special populations that utilize the services in the Lincoln Park Neighborhood promotes the overall vision of this plan. Strategies in this section highlight specific efforts to be undertaken over the next 10 years to promote services and supports for all neighborhood residents.

## GOAL 12: Support residents' social and physical growth.

There are opportunities to enrich our lives all around us. In the Lincoln Park Neighborhood, those opportunities are not reaching the youth and senior citizen populations. During the planning process, residents talked at length about the need to better connect these groups with existing programs in the City and the need to create new programs where gaps exist. Those gaps are the basis for the strategies listed in this section. Taking a holistic view, these strategies will support the social, physical, and educational growth of the neighborhood's residents.

### STRATEGY 12.1: JOINT PROGRAMMING

Residents of all ages were interested in being better connected with Newark's existing arts and cultural institutions to get services and explore programming and other opportunities. In many instances, these institutions are already offering high-quality programming that could be supported by a larger audience. Connecting residents to these programs serves the dual purpose of exposing residents to new, innovative programming as well as helping institutions reach a wider and more diverse audience.



## VI. RESIDENT SERVICES & SUPPORTS

LPCCD should look to develop programs for neighborhood residents in tandem with Newark institutions such as NJPAC, the Newark Museum, the Newark Public Library, Rutgers University, NJIT, the Prudential Center, and especially Symphony Hall. LPCCD should explore ‘discount days’ for Lincoln Park residents, a ‘Lincoln Park Night Out at the Theatre’ event, or working with some of the educational institutions to provide lectures or programming particularly relevant to Lincoln Park residents’ interests. As other strategies in this plan advance, additional venues and programs could be developed with several of these partners in mind. This programming should both supplement and complement the programming LPCCD and its partners are already putting on in the neighborhood.

### Projected Implementation Budget (2020 – 2025):

\$15,000.00

#### Milestones:

1. Conduct a series of meetings with Newark-based institutions to explore opportunities to offer joint or targeted programming.	1. By 7/1/2020
2. Select 2-3 institutions to develop programs with on an annual basis.	2. Annually; By 9/1 for the following calendar year.
3. Work collaboratively to promote events and programs at schools, places of worship, and other neighborhood institutions.	3. Ongoing
4. Identify grants or funds to establish ongoing programming for Lincoln Park residents in partnership with these institutions.	4. Ongoing

#### Outputs:

1. Conduct 15 joint-programs with Newark institutions.	1. By 12/31/2025
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### STRATEGY 12.2: AFTER SCHOOL ACTIVITIES

In order to engage youth and to provide them with educational and productive programs while they are not in school, LPCCD will work with city-wide partner organizations to connect the Lincoln Park Neighborhood’s youth with existing programs and design new programs around the arts. One potential partner, Newark Thrives! – the out-of-school time network for the City of Newark – already catalogues and organizes activities for youth. LPCCD will work with Newark Thrives! to ensure Lincoln Park residents know about programming available to them and work to identify new opportunities in and around the neighborhood.

Programs for youth can also be developed in partnership with the neighborhood’s schools; building on the youth education and job readiness in this plan, LPCCD can leverage the existing educational and arts infrastructure in the neighborhood to keep youth engaged. Programming for youth should range from recreational activities in the physical Lincoln Park and the neighborhood’s community gardens to arts, culture, and entrepreneurial programs built to complement other programs and activities described in this plan. This strategy envisions building a pipeline of engaged, active, and entrepreneurial youth to become the next generation of artists, small business owners, and leaders in the Lincoln Park Neighborhood.

# VI. RESIDENT SERVICES & SUPPORTS

## **Projected Implementation Budget (2020 - 2025):**

\$75,000.00

### Milestones:

1. Conduct meetings with Newark Thrives!	1. By 4/1/2021
2. Identify gaps in existing programming in the Lincoln Park neighborhood.	2. By 7/1/2021
3. Work with Newark Thrives! to connect with organizations who may be able to provide quality after-school programming for Lincoln Park youth.	3. By 7/1/2021
4. Host a City-wide Newark Thrives! program fair.	4. By 12/31/2021
5. Promote after-school programs in partnership with Newark Thrives!	5. Ongoing

### Outputs:

1. Ensure 100 youth are participating in after school programming.	1. Annually by 12/31
2. Host 1 Newark Thrives! program fair in Lincoln Park.	2. By 12/31/2021

## **STRATEGY 12.3: SENIOR CITIZENS' ACTIVITIES**

Beyond connecting seniors to Newark's institutions and attracting them to resident leadership opportunities, LPCCD should look to work with partners to provide seniors with a menu of additional activities to participate in. LPCCD should work with educational partners including Rutgers, NJIT, and the schools in the neighborhood to offer a mix of leisure (e.g. arts, book clubs, non-credit courses, knitting) and active (walking groups, yoga) programs for seniors to participate in. These programs could be hosted in and jointly sponsored by the buildings seniors are living in or offered at one of the schools or places of worship in the neighborhood.

During the planning process, seniors noted that they often feel left out and disengaged with programs designed for them. A key feature of this goal will be the engagement of senior citizens in the process of designing and implementing programs and activities. LPCCD and its partners will look to leverage the knowledge and skills of the neighborhood's seniors to become facilitators, leaders, and drivers of programs for their fellow seniors and for the neighborhood at-large. Tapping into this knowledge base not only allows LPCCD to provide quality programs with fewer resources, but it also allows residents to help inform and educate each other.

## **Projected Implementation Budget (2020 - 2025):**

\$75,000.00

### Milestones:

1. Conduct outreach to residents of senior buildings within the neighborhood to understand existing programming and residents' needs.	1. By 9/1/2020
2. Develop an inventory of existing programs within the neighborhood and within reach of public transit.	2. By 12/31/2020
3. Implement a series of arts, wellness, and other educational programs for Lincoln Park seniors.	3. By 7/1/2021

## VI. RESIDENT SERVICES & SUPPORTS

### Outputs:

1. Engage 50-75 seniors in programming.	1. Annually 12/31
2. Develop and sustain 1-2 new programs specifically geared toward seniors.	2. By 12/31/2025

### **GOAL 13:** Connect residents to health and wellness.

Health and wellness are more than just buzzwords – they represent a way of life that we all aspire to achieve. Throughout the planning process, every partner, resident, and stakeholder expressed their desire for all who are a part of the Lincoln Park Neighborhood to be healthy and well. Residents, visitors, and even those who work in the neighborhood can help to advance this goal. The strategies presented here focus on the physical health of residents, access to high quality services for those needing them, and a continued push to address systemic health and wellness issues that impact all of us.

#### **STRATEGY 13.1: SUSTAINABLE HEALTH & WELLNESS**

Understanding that health disparities exist within neighborhood, LPCCD recognizes that a foundational element of any thriving community is the overall health of its residents. Health is not only about doctors, hospitals, and pharmacies; this plan recognizes health as the sum total of all of the neighborhood's parts working together to create a vibrant community, including but not limited to good, affordable housing, adequate jobs, and a clean environment. While not expressly stated, this plan represents LPCCD, CAPC, and their partner's commitment to addressing social determinants of health in the Lincoln Park Neighborhood.

While an individual's health is a personal and sensitive topic that some people are reluctant to discuss, the health of the community is something everyone is responsible for achieving. A reluctance to talk about challenges and how they impact the whole community prevents the type of engagement that could help identify common problems, develop access to essential care and services, and determine advocacy strategies to address the root cause of those challenges. Building on the Sustainable Health and Wellness Village that assembles annually at the Lincoln Park Music Festival, LPCCD and its partners want to continue breaking down those barriers.

LPCCD will collaborate with CareSparc Consulting to offer the Sustainable Health and Wellness Initiative. This initiative expands access to care and services for residents, while promoting awareness of and the adoption of healthier behaviors through a customized educational curriculum and information campaign. In tandem with the work of LPCCD's community organizer, this work will broach different topics and their relation to both individual and the community's health. The Sustainable Health and Wellness Initiative will partner with neighborhood institutions to host classes and information sessions.



# VI. RESIDENT SERVICES & SUPPORTS

## Projected Implementation Budget (2020 – 2025):

\$200,000.00

### Milestones:

1. Explore ways to educate residents about sensitive health-related topics.	1. By 12/31/2020
2. Leverage existing relationship with CareSparc Consulting to expand the Sustainable Health & Wellness Initiative in Lincoln Park.	2. Ongoing
3. Utilize the Health & Wellness Initiative as a way to connect with local healthcare institutions.	3. Ongoing

### Outputs:

1. Engage 100 neighborhood residents in health-education programming.	1. Annually by 12/31
2. Assist at least 20 residents in signing up for healthcare coverage.	2. Annually by 12/31
3. Host 10 health fairs.	3. By 12/31/2025
4. Host at least 5 healthcare institution-sponsored events in Lincoln Park.	4. By 12/31/2025

## **STRATEGY 13.2: PARTNERSHIP WITH THE THERAPEUTIC COMMUNITY**

For decades, Integrity House and CURA have been serving individuals and families through addiction treatment and recovery support services. Their programs help individuals address personal challenges and transition to self-sufficiency. Thousands of individuals have benefitted from their services and their overall benefit to the region cannot be understated.

As the economic revitalization of Lincoln Park begins to take hold, LPCCD will work with Integrity House and CURA to integrate their programs into neighborhood-wide initiatives. Recreational programs, classes, and activities offered throughout the neighborhood could be beneficial to Integrity House and CURA clients. Similarly, Integrity House and CURA have resources and programs that may benefit residents throughout the Lincoln Park Neighborhood. This way, residents, Integrity House and CURA clients, and others will all be involved in the neighborhood's revitalization.

## Projected Implementation Budget (2020 – 2025):

\$20,000.00

### Milestones:

1. Convene meetings with Integrity House and CURA to discuss ways to integrate their clientele into neighborhood programs.	1. Quarterly
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### Outputs:

1. Achieve attendance from at least 50 CURA and Integrity House clients at annual neighborhood events.	1. Annually by 12/31
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# VI. RESIDENT SERVICES & SUPPORTS

## STRATEGY 13.3: HOMELESSNESS INTERVENTION

The number of displaced people living within the neighborhood was identified as one of the most pressing challenges for the community. The presence of such a humanitarian crisis within the neighborhood is not only wrenching for the individuals involved, it creates a vagrancy problem within public spaces such as the physical Lincoln Park that would otherwise support community wellness. The problem also exacerbates issues like littering and substance abuse that were frequent complaints of residents. While some of these issues may be addressed through design and improvements to the public realm, additional programmatic interventions are necessary.

Addressing these issues will require more effective coordination among the various social service agencies, such as the Hope One van (a mobile resource center), in and around the neighborhood as well as broader efforts organized at the City or County level to provide additional shelter solutions. Resident-led organizing efforts, ideally with some of the homeless individuals affected, could be an effective tool in elevating these matters to City officials to address through the strategic deployment of supportive services, funding, and enforcement. In addition, LPCCD can participate in the annual Point-In-Time homeless count to better understand the situation in the neighborhood and gain insight into the services individuals experiencing homelessness need.

### Projected Implementation Budget (2020 - 2025):

\$80,000.00

### Milestones:

1. Develop a partnership with Hope One van to provide services in Lincoln Park on a consistent basis.	1. By 4/1/2020
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## VI. RESIDENT SERVICES & SUPPORTS

### Case Study: Community Health – Newark, NJ

The Believe in a Healthy Newark (BHN) coalition formed in 2014 to facilitate, develop, and implement programs to create a ‘culture of health’ in Newark’s South and West wards. This cross-sector partnership was awarded a 4-year grant from the Robert Wood Johnson Foundation’s New Jersey Healthcare Initiatives Communities Moving into Action program in 2015. The partnership is focused on addressing gaps in three impact areas: healthy homes, focused on lead poisoning and asthma reduction; food and fitness focused on access to healthy food and recreation; and adverse childhood experiences (ACEs) focused on awareness and education.

Each of these impact areas has its own Impact Team with a representation from a wide range of community-based organizations who are working to reduce disparities for residents by addressing social determinants of health. To date, Impact Teams have educated residents about lead safety, implemented programs to clean and activate vacant lots, and begun the physical rehabilitation of several residential properties in the neighborhood. The work of the BHN has spurred the creation of new programs and organizations that are working to address these disparities and get more residents involved in creating a healthy and vibrant Newark.



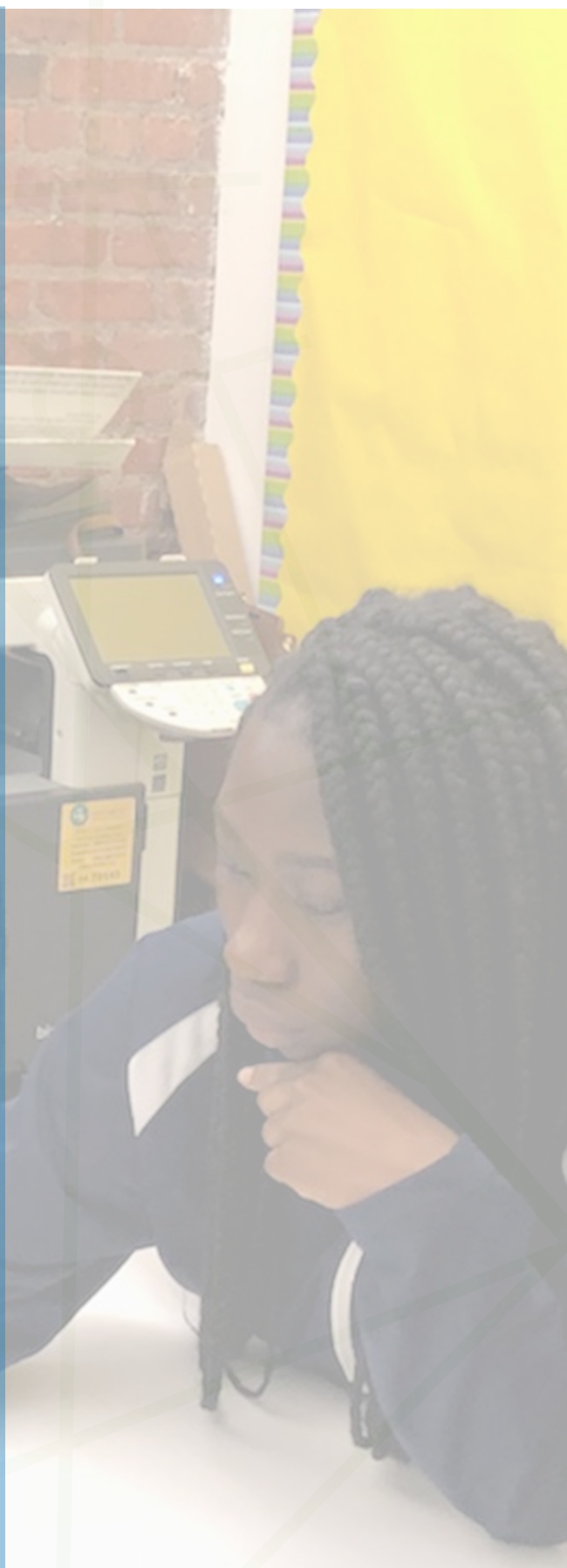
# BELIEVE IN A HEALTHY NEWARK

*Credits: [believeinahealthynewark.org](http://believeinahealthynewark.org)*



# APPENDIX

- IMPLEMENTATION BUDGET
- MILESTONES MATRIX
- OUTPUT MATRIX





Neighborhood Plan Implementation Budget - Years 1 through 5		
Project Components (Use categories outlined in neighborhood plan)	Total Amount (Amount includes in-kind services from partners)	Managing Organization(s)
Project Implementation - Staffing	\$1,650,000	LPCCD
1.1 Develop or Preserve 25-30 Arts Spaces in Lincoln Park	\$5,500,000	LPCCD, Newark Arts
1.2 Public Art Program	\$100,000	LPCCD, Newark Arts
1.3 Leverage the Lincoln Park Music Festival	\$250,000	LPCCD
2.1 Invest in Public Parks	\$2,500,000	LPCCD, City of Newark
2.2 Create new Recreational Opportunities	\$125,000	LPCCD
3.1 Spur Development of Church Façade Site & Adjacent Properties	\$25,000,000	LPCCD, RBH Group
3.2 Complementary Infill Development	\$4,000,000	LPCCD, City of Newark, Various Developers
3.3 Homeownership	\$250,000	LPCCD, RBH Group
4.1 Affordable Housing for All	\$50,000	LPCCD
4.2 Improving Existing Homes and Making them Healthy	\$5,500,000	LPCCD, CAPC
5.1 Attractive & Affordable Storefronts	\$300,000	LPCCD, Lincoln Park Merchants' Association
5.2 Clustered Economic Development	\$30,000	LPCCD, Invest Newark, Newark Alliance
5.3 Neighborhood Branding & District Development	\$100,000	LPCCD, Forward Ever Sustainable Business Alliance
5.4 Retail Wish List	\$15,000,000	LPCCD, Invest Newark
6.1 Youth Job Readiness & Education	\$150,000	LPCCD, NJ LEEP, NOYN
6.2 Newark 2020 & Youth Employment	\$200,000	LPCCD, City of Newark
6.3 Small Business & Entrepreneurship Training	\$90,000	LPCCD, Rising Tide Capital, UCEDC, Invest Newark
7.1 Hire a Community Organizer & Build an Organizing Program	\$75,000	LPCCD
7.2 Educate Residents & Advocate for Change	\$30,000	LPCCD
8.1 Resident Leadership	\$45,000	LPCCD
8.2 Capacity Building & Community Partnerships	\$40,000	LPCCD; Various Partners
9.1 Advocate for a new PATH Station	\$15,000	LPCCD, City of Newark, Essex County, Port Authority of NY/NJ
9.2 Explore Dedicated Bus Infrastructure on Broad Street	\$250,000	LPCCD, City of Newark, Essex County
9.3 Safe Cycling Network	\$300,000	LPCCD, City of Newark, Essex County
10.1 Green Infrastructure	\$125,000	LPCCD, City of Newark, Essex County
10.2 Safe Pedestrian Networks	\$150,000	LPCCD, City of Newark, Essex County
10.3 Parking Management	\$60,000	LPCCD, City of Newark, Essex County
10.4 Street Trees & Public Space Improvements	\$250,000	LPCCD, City of Newark, Newark Conservancy
11.1 Public Safety Education & CPTED	\$75,000	LPCCD, City of Newark
11.2 Community Policing	\$20,000	LPCCD, City of Newark
12.1 Joint Programming	\$15,000	LPCCD; Various Partners
12.2 After School Activities	\$75,000	LPCCD, Newark Thrives!
12.3 Senior Citizens' Activities	\$75,000	LPCCD
13.1 Sustainable Health & Wellness	\$200,000	LPCCD, CareSparc Consulting
13.2 Partnership with the Therapeutic Community	\$20,000	LPCCD, CURA, Integrity House
13.3 Homelessness Intervention	\$80,000	LPCCD, City of Newark, Hope One Van
<b>Projected Total Implementation Cost</b>	<b>\$62,695,000</b>	

<b>Priority 1: Arts, Culture, &amp; Recreation</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Increase the accessibility and affordability of arts and cultural programming for the Lincoln Park community</b>		<b>By 2029</b>
1.1 Develop or Preserve 25-30 Arts Spaces in Lincoln Park	1. Create an inventory of existing arts spaces – public, private, and non-profit owned spaces – and live/work spaces. Identify vacant or underutilized spaces that could be used for the arts.	1. By 3/31/2020
	2. Conduct outreach to relevant arts organizations and artists to understand space needs.	2. By 9/30/2020
	3. Work with property owners to identify opportunities to preserve, repurpose, or convert spaces for uses by the arts community.	3. By 1/1/2021
	4. Identify funding mechanisms to subsidize rents or purchase price (where applicable).	4. By 3/31/2021
	5. Market spaces to local artists and partner with regional organizations to increase knowledge of Lincoln Park as a thriving Arts & Culture District.	5. Continuously
1.2 Public Art Program	1. Research municipally run or non-profit led public art programs.	1. By 6/30/2020
	2. Identify publicly owned or privately owned spaces; engage property owners to get their permission to place public arts installation on these spaces.	2. By 12/31/2020
	3. Develop a public art steering committee to advise LPCCD on subject matter, structure of RFPs, and to monitor project progress.	3. By 12/31/2020
	4. Develop a schedule to have rotating public art installations throughout the neighborhood.	4. By 3/31/2021; Annually
1.3 Leverage the Lincoln Park Music Festival	1. Identify and secure 3-5 large sponsorships (> \$10,000) to offset the cost of the Lincoln Park Music Festival.	1. Annually by 4/1
	2. Seek out Newark-based and emerging artists to perform at the Music Festival.	2. Annually by 5/1
	3. Arrange for temporary or pop-up retail spaces to be available for local entrepreneurs to rent during the Music Festival.	3. Annually by 6/1
	4. Partner with neighborhood institutions to host Music Festival programming.	4. Annually by 6/1
<b>Improve recreational spaces and programming for all residents in the Lincoln Park Neighborhood</b>		<b>By 2029</b>
2.1 Investment in Public Parks	1. Open dialogue with City regarding NJIT Architecture studio on Lincoln Park improvements	1. By 3/1/2020
	2. Research & launch “Friends of Lincoln Park” organization to spearhead fundraising for park upkeep and programming	2. By 12/1/2020
	3. Develop temporary or ‘pop-up’ park improvements to test new infrastructure options	3. By 6/1/2021



	4. Conduct LPCCD & partner organization programs in public parks to highlight space	4. Annually by 12/31
	5. Continue dialogue & partnership with the City of Newark regarding Park investment	5. Continuously
2.2 Create new Recreational Opportunities	1. Inventory publicly owned space and underutilized space on neighborhood institutions' property	1. By 7/1/2020; Annually
	2. Work with residents and institutions to identify potential temporary uses and operational plans for each site	2. By 9/1/2020
	3. Investigate options for the development of a permanent playground in the neighborhood	3. By 12/31/2020
	4. Develop small grants program and create RFP process for residents and local organizations to gain funding for Adopt-A-Lot and temporary use projects for underutilized spaces	4. By 3/1/2021
	5. Recruit a variety of uses and users to lots and playground space and host annual events connecting neighborhood with these spaces	5. Annually; Continuously

<b>Priority 2: Housing</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Develop 250 new housing units in the Lincoln Park Neighborhood</b>		<b>By 2029</b>
3.1 Spur Development of Church Façade Site & Adjacent Properties	1. Work with architectural firm to generate renderings of the Church Façade Site and the surrounding properties.	1. By 4/1/2020
	2. Convene meeting with RBH Group and other property owners to discuss vision for these sites.	2. By 7/1/2020
	3. Work with NJDEP and the City of Newark to complete transfer of Green Acres protection of Church Façade property to alternate site.	3. By 9/1/2020
	4. Identify funding sources to begin construction on Church Façade property.	4. By 6/1/2021
3.2 Complementary Infill Development	1. Develop an inventory of vacant, abandoned, or underutilized properties in the Lincoln Park neighborhood.	1. Annually by 1/1
	2. Work with municipal officials to identify mechanisms to acquire sites.	2. By 7/1/2020; Ongoing
	3. Develop RFPs to partner with local or mission-aligned developers to transform the sites.	3. By 1/1/2021; Ongoing
	4. Begin discussions with Invest Newark and the City to attract compatible uses for mixed-use developments.	4. By 7/1/2021
	5. Develop mechanisms and marketing materials to ensure Lincoln Park residents are given an opportunity to rent/purchase units in new developments.	5. Ongoing
3.3 Homeownership	1. Identify current Lincoln Park residents who would like to own a home in the neighborhood	1. By 6/1/2020
	2. Partner with homeownership counseling entity to provide workshops and classes to households wanting to purchase a home	2. By 12/1/2020
	3. Deploy subsidies and downpayment assistance to eligible home buyers to ensure pipeline of housing units are affordable to neighborhood residents	3. Ongoing
<b>Preserve and create quality, affordable housing in Lincoln Park</b>		<b>By 2029</b>
4.1 Affordable Housing for All	1. Train and educate resident leaders about the municipal inclusionary zoning ordinance.	1. By 12/31/2020; Ongoing
	2. Mobilize resident leaders to attend monthly planning/zoning board of adjustment meetings.	2. By 7/1/2021; Ongoing
	3. Arrange meetings with private developers working in the neighborhood to educate them about the neighborhood plan and its tenants.	3. By 12/31/2021

	4. Advocate for the use of Affordable Housing Trust Fund dollars to be used to maintain affordability of deed-restricted affordable housing and to subsidize the development of new affordable housing	4. Ongoing
	5. Engage with Essex County Land Trust and the to-be-formed Newark Land Bank to ensure long-term housing affordability in the Lincoln Park Neighborhood	5. Ongoing
	6. Work with developers to identify potential subsidies and where applicable, apply for funding with developers to ensure affordability goals.	6. Ongoing
4.2 Improving Existing Homes and Making them Healthy	1. Partner with Community Asset Preservation Corporation (CAPC) to create Lincoln Park-specific Healthy Homes Checklist.	1. By 7/1/2020
	2. Develop a home repair grant program that addresses critical health and safety issues.	2. By 10/1/2020
	3. Host Healthy Homes workshop for municipal inspectors, property owners, community health workers, and other interested parties.	3. Biannually, by 6/30 & 12/31 of each year
	4. Utilize Healthy Homes Checklist for all LPCCD-branded residential development and home repair projects.	4. Ongoing

<b>Priority 3: Economic Development</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Create a thriving hub of neighborhood businesses</b>		<b>By 2029</b>
5.1 Attractive & Affordable Storefronts	1. Develop an inventory of existing businesses and storefronts in the neighborhood	1. By 7/1/2020
	2. Have 1-on-1 conversations with storefront property owners to discuss tenancy & Plan goals regarding improved storefronts and streetscapes	2. By 12/1/2020
	3. Have 1-on-1 conversations with businesses to discuss needs to improve the look of storefront and streetscape	3. By 12/1/2020
	4. Develop grant/rent subsidy programs and advertise them to neighborhood businesses	4. By 7/1/2021
	5. Meet quarterly with business owners and property owners to discuss ongoing challenges and strategies to improve the look of the business district	5. Quarterly
5.2. Clustered Economic Development	1. During 1-on-1 conversations with businesses, discuss procurement needs and opportunities to source goods/services from local suppliers	1. By 12/1/2020
	2. Work with Invest Newark and the Newark Alliance to host information sessions about procurement with larger Newark corporations and businesses	2. By 7/1/2021
	3. During quarterly meetings, explore opportunities for businesses to develop joint marketing efforts	3. Quarterly
5.3 Neighborhood Branding & District Development	1. Work with a committee of neighborhood residents and business owners on the development of a district branding plan	1. By 3/1/2021
	2. Purchase and display branding materials at select locations throughout the neighborhood – clearly delineating the boundaries of the Lincoln Park Neighborhood	2. By 7/1/2021
	3. Discuss the expansion of the Newark Downtown District (NDD) to include the Lincoln Park Neighborhood	3. By 12/1/2021
	4. Meet quarterly with business owners and other stakeholders to improve the Lincoln Park business district	4. Quarterly
	5. Work with Forward Ever Sustainable Business Alliance on shared marketing opportunities and help businesses position themselves to take advantage of increased investment in Newark	5. Continuously
5.4 Retail Wish-List	1. Present wish-list of retail uses to property owners, Invest Newark, and the City.	1. By 12/31/2020
	2. Meet regularly with property owners along the Broad Street corridor.	2. Quarterly; Ongoing
	3. Advocate for the inclusion of wish-list uses in new developments and property rehabilitations.	3. Ongoing



<b>Develop the next generation of Newark's workforce</b>		<b>By 2029</b>
6.1 Youth Job Readiness & Education	1. Work with neighborhood schools to understand gaps in educational programming	1. By 5/1/2020
	2. Convene meeting between neighborhood school leadership, NJ LEEP, and NOYN to align programs to serve the needs of Lincoln Park youth	2. By 7/1/2020
	3. Market and launch programs for Fall 2020 school year	3. By 9/1/2020
	4. Develop mentorship program for neighborhood youth	4. By 1/1/2021
	5. Secure placement of Lincoln Park youth in citywide youth development programs	5. Continuously
6.2 Newark 2020 & Youth Employment	1. Meet with Newark 2020 leaders.	1. By 7/1/2020
	2. Develop an inventory of existing workforce development initiatives.	2. By 12/31/2020
	3. Host a job fair in the Lincoln Park neighborhood.	3. By 7/1/2021
	4. Promote the existing City of Newark-run Summer Youth Employment program and other workforce development initiatives in the region	4. Annually
	5. Connect neighborhood residents to apprenticeship and training programs.	5. Continuously
	6. Explore ways to partner with the City and other agencies to expand the program to provide year-round youth employment opportunities.	6. Ongoing
6.3 Small Business & Entrepreneurship Training	1. Convene a meeting with neighborhood-based entrepreneurs and others interested in developing a small business in Lincoln Park.	1. By 7/1/2020
	2. Meet with Rising Tide Capital, UCEDC, and GNEC to discuss entrepreneurship and financing programs for entrepreneurs.	2. By 12/31/2020
	3. Promote existing entrepreneurship courses or financing programs to neighborhood-based entrepreneurs.	3. By 7/1/2021
	4. Develop arts focused entrepreneur training and host courses in Lincoln Park.	4. By 7/1/2021
	5. Support at least 2 neighborhood-based entrepreneurs to create small businesses.	5. By 12/31/2022

<b>Priority 4: Community Empowerment &amp; Resident Leadership</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Organize and strategize to affect change</b>		<b>By 2029</b>
7.1 Hire a Community Organizer & Build an Organizing Program	1. Develop and post a job description for the community organizer position.	1. By 1/1/2020
	2. Interview candidates & hire a community organizer.	2. By 4/1/2020
	3. Identify residents who are active in the neighborhood.	3. Continuously
	4. Develop relationships with residents, learn their interests, and understand their goals.	4. Continuously
	5. Convene resident leaders monthly to initiative actionable plans to achieve neighborhood plan goals.	5. Continuously
7.2 Educate Residents & Advocate for Change	1. Partner with the Newark Civic Trust to host community meetings in Lincoln Park.	1. By 4/1/2020
	2. Conduct educational classes on topics relevant to Lincoln Park residents; partner with civic leaders and partner organizations to be guest speakers.	2. By 7/1/2020; Ongoing
	3. Meet with Newark Community Development Network (NCDN) members.	3. Quarterly
	4. Meet with Council Members & key municipal officials.	4. Quarterly
<b>Develop the capacity of residents and partner organizations</b>		<b>By 2029</b>
8.1 Resident Leadership	1. Empower residents to take the lead on neighborhood projects and initiatives.	1. By 12/1/2020
	2. Encourage resident leaders to participate in Leadership Newark cohort.	2. By 7/1/2021
	3. Apply for inclusion in the Community Leadership Institute through NeighborWorks America.	3. By 8/1/2021
	4. Place 1 resident leader on the LPCCD Board of Directors	4. By 10/1/2021
	5. Advocate for the nomination of at least 1 resident leader to a municipal or regional board/commission.	5. Annually
8.2 Capacity Building & Community Partnerships	1. Develop standing bi-monthly meeting with non-profit partner organizations operating in the Lincoln Park neighborhood; develop shared goals & accountability loops	1. By 2/1/2020; Bi-Monthly
	2. Meet with funders and other mission-aligned partners to determine priorities and discuss operationalizing strategies within this plan.	2. By 7/1/2020; Annually
	3. Evaluate strategic roles partner organizations can play to advance this plan; include opportunities for partner organizations to get funding annually through NRTC and other grants.	3. Annually
	4. Work with partner organizations to track and analyze agreed upon metrics and outputs.	4. Annually

<b>Priority 5: Safety, Mobility, &amp; Infrastructure</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Make it easier to get around</b>		<b>By 2029</b>
9.1 Advocate for a new PATH Station	1. Work with advocacy groups, legislators, and municipal officials to secure a commitment for a PATH Station to be built along McCarter Highway.	1. By 12/31/2021
	2. Work with local officials to broker a community-benefits agreement between the Port Authority and the City that ensures local residents have access to jobs associated with the station's development.	2. Ongoing
	3. Work with resident leaders and municipal officials to ensure zoning changes as well as infrastructure improvements do not have an adverse impact on current residents.	3. Ongoing
9.2 Explore Dedicated Bus Infrastructure on Broad Street	1. Convene meetings with partners and residents to discuss a dedicated bus lane on Broad Street.	1. By 12/31/2020
	2. Convene meetings with City and County traffic and transportation officials to discuss a dedicated bus lane on Broad Street.	2. By 12/31/2021
	3. Work with partners and public sector officials to develop temporary improvements to test long-term improvements to bus infrastructure on Broad Street.	3. By 12/31/2023
9.3 Safe Cycling Network	1. Convene stakeholders from local schools, places of worship, and institutions to advocate for improved bicycle infrastructure.	1. By 12/31/2020
	2. Host meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park Neighborhood.	2. By 12/31/2021
	3. Work with partners and public sector officials to install temporary improvements to test long-term improvements to cycling infrastructure in neighborhood.	3. By 12/31/2023
	4. Partner with public sector partners to procure funding for appropriate studies and implementation of improvements to the cyclist network in the neighborhood.	4. Ongoing
<b>Improve neighborhood infrastructure</b>		<b>By 2029</b>
10.1 Green Infrastructure	1. Partner with the City and other organizations to institute improvements to infrastructure.	1. Ongoing
	2. Implement green infrastructure elements in all LPCCD-branded projects.	2. Ongoing
10.2 Safe Pedestrian Networks	1. Convene stakeholders from local schools, places of worship, and institutions to advocate for improved pedestrian infrastructure.	1. By 12/31/2020
	2. Host meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park neighborhood.	2. By 12/31/2021

	3. Partner with public sector partners to procure funding for appropriate studies and implementation of improvements to the pedestrian circulation network in the neighborhood.	3. Ongoing
10.3 Parking Management	1. Engage residents in the southern and eastern portions of the neighborhood in a dialogue about parking issues.	1. By 12/31/2020
	2. Meet with City traffic officials to explore options for instituting permit or other forms of parking enforcement.	2. By 12/31/2021
	3. Develop wayfinding signage plan to connect residents and visitors to Newark Parking Authority lots in the vicinity of the Lincoln Park Neighborhood.	3. By 12/31/2021
10.4 Street Trees & Public Space Improvements	1. Partner with the Newark Conservancy and/or Rutgers Master Gardeners to develop educational programming around the maintenance and benefits of street trees.	1. By 9/1/2020
	2. Work with residents and business owners to purchase and maintain attractive streetscapes with elements such as: decorative garbage cans, public seating, and public art installations.	2. By 12/1/2020
	3. Meet with residents on the blocks surrounding Jackson Park about their wishes for the revitalization of that park.	3. By 4/1/2021
	4. Work with the Newark Conservancy and/or Rutgers Master Gardeners as well as other partners to improve and maintain Jackson Park and the neighborhood's other green spaces.	4. By 8/1/2021
	5. Advocate for all new developments in Lincoln Park to include street trees & secure grant funding to speed up the process of replacing dead/ailing street trees with new ones.	5. Ongoing
<b>Every resident feels safe</b>		<b>By 2029</b>
11.1 Public Safety Education & CPTED	1. Convene meetings with residents to understand concerns over safety in the neighborhood.	1. By 7/1/2020
	2. Encourage resident leaders to participate in the Citizens and Clergy Academy.	2. By 10/1/2020
	3. Initiate a neighborhood-wide Community Policing Through Environmental Design process.	3. By 4/1/2021
	4. Utilize knowledge gained through CPTED process to develop small grants program for residents and neighborhood businesses.	4. By 9/1/2021
	5. Invite Newark Police Department officials to continue participating in "Coffee with a Copy" sessions and other meetings with resident leaders to discuss concerns.	5. Monthly



	6. Develop relationship with utilities, such as PSE&G, to ensure streetlights are maintained.	6. Ongoing
11.2 Community Policing	1. Conduct community meetings and ensure resident leaders are able to advocate for the Lincoln Park neighborhood as it relates to safety.	1. By 4/1/2020
	2. Identify 1-2 points of contact with the Newark Police Department (NPD) specifically for Lincoln Park-related Police inquiries.	2. By 7/1/2020
	3. Acquire neighborhood-specific crime data from the NPD and use it to help inform residents about trends and crime hot spots.	3. By 12/31/2020
	4. Work with NPD to develop targeted policing strategies to employ in the neighborhood.	4. By 4/1/2021
	5. Conduct periodic surveys of residents to understand perception of safety in the neighborhood.	5. Annually; By 6/1
	6. Conduct "Coffee with a Cop" program on a regular basis.	6. Monthly

<b>Priority 6: Resident Services &amp; Supports</b>		
<b>Project Component</b>	<b>Milestones</b> <i>Milestones are the main action steps necessary to implement a program.</i>	<b>Target Completion Date</b>
<b>Support residents' social and physical growth</b>		<b>By 2029</b>
12.1 Joint Programming	1. Conduct a series of meetings with Newark-based institutions to explore opportunities to offer joint or targeted programming.	1. By 7/1/2020
	2. Select 2-3 institutions to develop programs with on an annual basis.	2. Annually; By 9/1 for the following calendar year.
	3. Work collaboratively to promote events and programs at schools, places of worship, and other neighborhood institutions.	3. Ongoing
	4. Identify grants or funds to establish ongoing programming for Lincoln Park residents in partnership with these institutions.	4. Ongoing
12.2 After School Activities	1. Conduct meetings with Newark Thrives!	1. By 4/1/2021
	2. Identify gaps in existing programming in the Lincoln Park Neighborhood.	2. By 7/1/2021
	3. Work with Newark Thrives! to connect with organizations who may be able to provide quality after-school programming for Lincoln Park youth.	3. By 7/1/2021
	4. Host a City-wide Newark Thrives! program fair.	4. By 12/31/2021
	5. Promote after-school programs in partnership with Newark Thrives!	5. Ongoing
12.3 Senior Citizens' Activities	1. Conduct outreach to residents of senior buildings within the neighborhood to understand existing programming and residents' needs.	1. By 9/1/2020
	2. Develop an inventory of existing programs within the neighborhood and within reach of public transit.	2. By 12/31/2020
	3. Implement a series of arts, wellness, and other educational programs for Lincoln Park seniors.	3. By 7/1/2021
<b>Connect residents to health and wellness</b>		<b>By 2029</b>
13.1 Sustainable Health & Wellness	1. Explore ways to educate residents about sensitive health-related topics.	1. By 12/31/2020
	2. Leverage existing relationship with CareSparc Consulting to expand the Sustainable Health & Wellness Initiative in Lincoln Park.	2. Ongoing
	3. Utilize the Health & Wellness Initiative as a way to connect with local healthcare institutions.	3. Ongoing
13.2 Partnership with the Therapeutic Community	1. Convene meetings with Integrity House and CURA to discuss ways to integrate their clientele into neighborhood programs.	1. Quarterly

13.3 Homelessness Intervention	1. Develop a partnership with Hope One van to provide services in Lincoln Park on a consistent basis.	1. By 4/1/2020
	2. Work with resident leaders to advocate for an increase in targeted services and tools for people experiencing homelessness in Lincoln Park.	2. By 7/1/2020; Ongoing
	3. Advocate for additional local, state, and federal funds to provide services in Lincoln Park and citywide.	3. Ongoing
	4. Participate in annual Point-In-Time homeless count to understand the homelessness issue in Newark.	4. Annually

<b>Priority 1: Arts, Culture, &amp; Recreation</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Increase the accessibility and affordability of arts and cultural programming for the Lincoln Park community</b>		<b>By 2025</b>
1.1 Develop or Preserve 25-30 Arts Spaces in Lincoln Park	1. Preserve 10 existing arts spaces in Lincoln Park.	1. By 12/31/2025
	2. Develop/Create 15-20 new arts spaces in Lincoln Park.	2. By 12/31/2025
1.2 Public Art Program	1. Convene a 10 members neighborhood arts steering committee.	1. By 7/1/2020
	2. Complete 10 public art installations	2. By 12/31/2022
	3. Complete 25 public art installations	3. By 12/31/2025
1.3 Leverage the Lincoln Park Music Festival	1. Have sponsors cover 75% of the cost of the Lincoln Park Music Festival.	1. By 6/1/2021
	2. Have sponsors cover 100% of the cost of the Lincoln Park Music Festival.	2. By 6/1/2022
	3. Identify 3-5 emerging Newark-based artists to participate in the Lincoln Park Music Festival.	3. Annually by 6/1
	4. Secure 75,000 people in attendance at the Lincoln Park Music Festival	4. By 12/31/2025
	5. Secure sponsorships for year-round arts and culture program series	5. By 12/31/2025
<b>Improve recreational spaces and programming for all residents in the Lincoln Park Neighborhood</b>		<b>By 2025</b>
2.1 Investment in Public Parks	1. Create "Friends of Lincoln Park" entity to fundraise money for the improvement of the park.	1. By 12/1/2020
	2. Test 3-5 temporary or 'pop-up' park improvements in neighborhood green spaces.	2. By 12/31/2021
	3. Conduct programs in neighborhood parks at least 125 days per year.	3. By 12/31/2025
	4. Have 250-300 daily users of Lincoln Park.	4. By 12/31/2025
2.2 Create new Recreational Opportunities	1. Identify temporary uses for all current vacant lots in the neighborhood.	1. By 12/31/2020
	2. Host 5-10 programs annually in Jackson Park & Clinton Avenue Park.	2. By 12/31/2025
	3. Develop 1 additional, publicly accessible playground in the Lincoln Park Neighborhood.	3. By 12/31/2025



<b>Priority 2: Housing</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Develop 250 new housing units in the Lincoln Park Neighborhood</b>		<b>By 2025</b>
3.1 Spur Development of Church Façade Site & Adjacent Properties	1. Produce 1 set of complete renderings of the Façade site & surrounding parcels.	1. By 4/1/2020
	2. Begin construction on Church Façade Site.	2. By 12/31/2025
3.2 Complementary Infill Development	1. Reduce the number of vacant properties in Lincoln Park by 50% (32 to 16).	1. By 12/31/2025
3.3 Homeownership	1. Increase the number of homeowner occupants in the neighborhood by 20.	1. By 12/31/2025
<b>Preserve and create quality, affordable housing in Lincoln Park</b>		<b>By 2025</b>
4.1 Affordable Housing for All	1. Ensure at least 5 vacant lots or abandoned properties' ownership is transferred to the Essex County Land Trust or the to-be-formed Newark Land Bank.	1. By 12/31/2025
	2. Attend at least 15 planning board and zoning board meetings.	2. By 12/31/2025
	3. Host 10 financial wellness workshops.	3. By 12/31/2025
4.2 Improving Existing Homes and Making them Healthy	1. Develop a small home repair program.	1. By 10/1/2020
	2. Host 3 Healthy Homes workshop for municipal inspectors, property owners, community health workers, and other interested parties.	2. By 12/31/2025

<b>Priority 3: Economic Development</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Create a thriving hub of neighborhood businesses</b>		<b>By 2025</b>
5.1 Attractive & Affordable Storefronts	1. Begin quarterly meetings with business owners and commercial property owners.	1. By 7/1/2020
	2. Reduce commercial vacancy by 33%.	2. By 12/31/2025
5.2 Clustered Economic Development	1. Have at least 5 new businesses open in the Lincoln Park neighborhood.	1. By 12/31/2025
5.3 Neighborhood Branding & District Development	1. Launch Lincoln Park Merchants' Association.	1. By 12/31/2020
	2. Develop an annual promotional campaign for neighborhood businesses.	2. By 12/31/2020
	3. Develop district brand and have materials placed strategically throughout the neighborhood.	3. By 7/1/2021
	4. Have at least 5 new businesses open in the Lincoln Park Neighborhood.	4. By 12/31/2025
5.4 Retail Wish-List	1. At least 3 business types named on the "Retail Wish-List" open in Lincoln Park.	1. By 12/31/2025
<b>Develop the next generation of Newark's workforce</b>		<b>By 2025</b>
6.1 Youth Job Readiness & Education	1. Develop formal MOUs with NJ LEEP and NOYN to provide training and targeted educational opportunities in the Lincoln Park neighborhood.	1. By 9/1/2020
	2. Reduce the percentage of Lincoln Park residents who do not have a high school degree by 10%.	2. By 12/31/2025
6.2 Newark 2020 & Youth Employment	1. Place every eligible Lincoln Park youth in the City's Summer Youth Employment Program.	1. By 12/31/2025
	2. Reduce the percentage of residents under the age of 29 who are unemployed by 10%.	2. By 12/31/2025
6.3 Small Business & Entrepreneurship Training	1. Support at least 2 neighborhood-based entrepreneurs as they create small businesses.	1. By 12/31/2022
	2. Graduate 1 cohort of entrepreneurs from training courses (5 total).	2. Annually by 12/31/2025

<b>Priority 4: Community Empowerment &amp; Resident Leadership</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Organize and strategize to affect change</b>		<b>By 2025</b>
7.1 Hire a Community Organizer & Build an Organizing Program	1. Hire and train 1 community organizer.	1. By 7/1/2020
	2. Identify and develop 20 resident leaders.	2. By 12/31/2021
	3. Convene 60 resident leader meetings (1 per month) to further neighborhood plan goals.	3. By 12/31/2025
	4. Achieve 60% voter participation in local, state, and federal elections in Lincoln Park voting precincts.	4. By 12/31/2025
7.2 Educate Residents & Advocate for Change	1. Host 1 Civic Trust meeting in Lincoln Park.	1. By 7/1/2020
	2. Conduct 15 educational classes on topics relevant to Lincoln Park residents (excluding planning board/zoning board processes).	2. By 12/31/2025
	3. Have municipal officials attend at least 10 community meetings.	3. By 12/31/2025
<b>Develop the capacity of residents and partner organizations</b>		<b>By 2025</b>
8.1 Resident Leadership	1. Place 1 resident leader on the LPCCD Board of Directors	1. By 12/31/2021
	2. Have resident leaders plan and execute at least 4 neighborhood-wide activities/programs.	2. By 12/31/2022
	3. Have at least 3 resident leaders be appointed to a municipal or regional board/commission.	3. By 12/31/2025
	4. Have at least 5 resident leaders attend the Community Leadership Institute through NeighborWorks America.	4. By 12/31/2025
8.2 Capacity Building & Community Partnerships	1. Codify 2 formal partnerships to advance the goals of this plan with MOUs.	1. By 12/31/2020
	2. Develop business/stakeholder advisory board.	2. By 12/31/2021
	3. Onboard 1 additional partner per year to assist with plan implementation.	3. Annually by 12/31/2025

<b>Priority 5: Safety, Mobility, &amp; Infrastructure</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Make it easier to get around</b>		<b>By 2025</b>
9.1 Advocate for a new PATH Station	1. Hold at least 2 meetings with Port Authority or local officials regarding the development of a new PATH Station.	1. By 12/31/2021
	2. Have at least 1 LPCCD resident leader/representative help to negotiate community-benefits agreement for the construction of new PATH Station.	2. By 12/31/2025
	3. Have at least 20 residents participate in meetings related to any rezoning in the area surrounding the proposed new PATH Station.	3. By 12/31/2025
9.2 Explore Dedicated Bus Infrastructure on Broad Street	1. Conduct at least 2 meetings with City and County traffic and transportation officials to discuss a dedicated bus lane on Broad Street.	1. By 12/31/2021
	2. Work with partners and public sector officials to install temporary improvements to test long-term improvements to bus infrastructure on Broad Street.	2. By 12/31/2023
9.3 Safe Cycling Network	1. Conduct at least 2 meetings with City and County traffic and transportation officials to discuss mobility in the Lincoln Park neighborhood.	2. By 12/31/2021
	2. Work with partners and public sector officials to install temporary improvements to test long-term improvements to cycling infrastructure in neighborhood.	2. By 12/31/2023
	3. Develop 2 miles of bicycle infrastructure in Lincoln Park Neighborhood.	3. By 12/31/2025
<b>Improve neighborhood infrastructure</b>		<b>By 2025</b>
10.1 Green Infrastructure	1. Develop 2 green infrastructure pilot projects in the Lincoln Park neighborhood.	1. By 12/31/2025
10.2 Safe Pedestrian Networks	1. Install countdown clocks at 4 intersections to improve pedestrian safety.	1. By 12/31/2022
	2. Repaint and clearly mark crosswalks in the neighborhood.	2. By 12/31/2022
	3. Launch a study of potential long-term pedestrian improvements in the Lincoln Park neighborhood.	3. By 12/31/2025
10.3 Parking Management	1. Conduct at least 2 meetings with City traffic officials to discuss options for permit parking or better code enforcement within the neighborhood.	1. By 6/30/2021
	2. Pilot a resident parking permit program in the Lincoln Park Neighborhood.	2. By 12/31/2021
	3. Install wayfinding signage in the neighborhood highlighting Newark Parking Authority (NPA) parking.	3. By 12/31/2021



10.4 Street Trees & Public Space Improvements	1. Complete 10 public art installations	1. By 12/31/2022
	2. Complete 25 public art installations	2. By 12/31/2025
	3. Install and maintain at least 10 permanent public space improvements (e.g. benches, decorative garbage cans).	3. By 12/31/2025
	4. Plant and maintain 75 new street trees in Lincoln Park.	4. By 12/31/2025
<b>Every resident feels safe</b>		<b>By 2025</b>
11.1 Public Safety Education & CPTED	1. Achieve 100% working streetlights in Lincoln Park.	1. By 7/1/2020
	2. Convene 10 public safety meetings with residents.	2. Biannually by 12/31/2025
	3. Complete 1 CPTED evaluation for the Lincoln Park Neighborhood.	3. By 12/31/2025
	4. Create a 10 person CPTED action team of residents and business owners.	4. By 12/31/2025
	5. Hold at least 40 “Coffee with a Cop” sessions.	5. By 12/31/2025
11.2 Community Policing	1. Reduce the percentage of people who feel that public safety was “poor” or “very poor” by half (from 50% to 25%).	1. By 12/31/2022

<b>Priority 6: Resident Services &amp; Supports</b>		
<b>Project Component</b>	<b>Outputs</b> <i>Outputs are quantifiable measures which represent immediate products or services produced by the program.</i>	<b>Target Completion Date</b>
<b>Support residents' social and physical growth</b>		<b>By 2025</b>
12.1 Joint Programming	1. Conduct 15 joint-programs with Newark institutions.	1. By 12/31/2025
12.2 After School Activities	1. Ensure 100 youth are participating in after school programming.	1. Annually by 12/31
	2. Host 1 Newark Thrives! program fair in Lincoln Park.	2. By 12/31/2021
12.3 Senior Citizens' Activities	1. Engage 50-75 seniors in programming.	1. Annually 12/31
	2. Develop and sustain 1-2 new programs specifically geared toward seniors.	2. By 12/31/2025
<b>Connect residents to health and wellness</b>		<b>By 2025</b>
13.1 Sustainable Health & Wellness	1. Engage 100 neighborhood residents in health-education programming.	1. Annually by 12/31
	2. Assist at least 20 residents in signing up for healthcare coverage.	2. Annually by 12/31
	3. Host 10 health fairs.	3. By 12/31/2025
	4. Host at least 5 healthcare institution-sponsored events in Lincoln Park.	4. By 12/31/2025
13.2 Partnership with the Therapeutic Community	1. Achieve attendance from at least 50 CURA and Integrity House clients at annual neighborhood events.	1. Annually by 12/31
13.3 Homelessness Intervention	1. Attract 10 volunteers to assist with annual Point-In-Time homeless count.	1. Annually by 12/31
	2. Regular success proposing, advocating, and achieving public policy changes, public projects, and budget priorities.	2. By 12/31/2025