

SUSTAINABILITY PLAN

Reimagining Lincoln Park Coast Cultural District

Prepared by: LBM & Associates



*Your beliefs become your thoughts. Your thoughts become your words.
Your words become your actions.
Your actions become your habits. Your habits become your values.
Your values become your destiny.*

-- Mahatma Ghandi

Building effective, efficient and sustainable nonprofit organizations is a challenging endeavor even under the best of circumstances in the City of Newark. Many factors contribute to this reality including limited funding sources for capital investment and nonprofit financing, sparse and uneven access to capacity building resources and information, a fragmented voice on public policy matters, and deep isolation due to the geographic layout and population size. These factors are often magnified for urban/inner-city nonprofits which are faced with daunting circumstances, such as high unemployment, crime and poverty levels, and low educational attainment.

Despite these circumstances, Newark is changing. Under Mayor Ras Baraka's leadership, new life is being breathed in to the City of Newark. The administration has made meaningful strides in restoring financial stability to the City, launching new economic initiatives to partner with private industry and higher education to create jobs for Newark residents, and to develop new, affordable and mixed income housing. The City has some \$2B in development underway. Equally important, arts and culture is an integral part of the City's Cultural and Economic Development plan to ensure that the artistic and cultural resources of the City of Newark, New Jersey are leveraged to spur vibrant, economically viable year-round programming activity across all neighborhoods.

Lincoln Park Historical District has been identified as a priority neighborhood with high need, and high potential. Named the "Arts District" for its deep roots in jazz, vibrant nightlife, Lincoln Park is conveniently located for those entering Newark from the Airport, and has significant historical assets. Having strong, viable arts organizations, such as Lincoln Park Coast Cultural District (LPCCD) in Lincoln Park is essential to achieving the cultural plan for the City and neighborhoods.

The foundational elements for LPCCD as a hybrid community development and creative place-making organization are in place. LPCCD has a clear vision to integrate arts and culture in community revitalization, and to connect to a larger community improvement effort. The task at hand is to reposition, recapitalize and rebrand LPCCD to achieve sustainable growth and positive community impact.

This plan document seeks to provide an achievable path to helping LPCCD achieve sustainability.

Executive Summary

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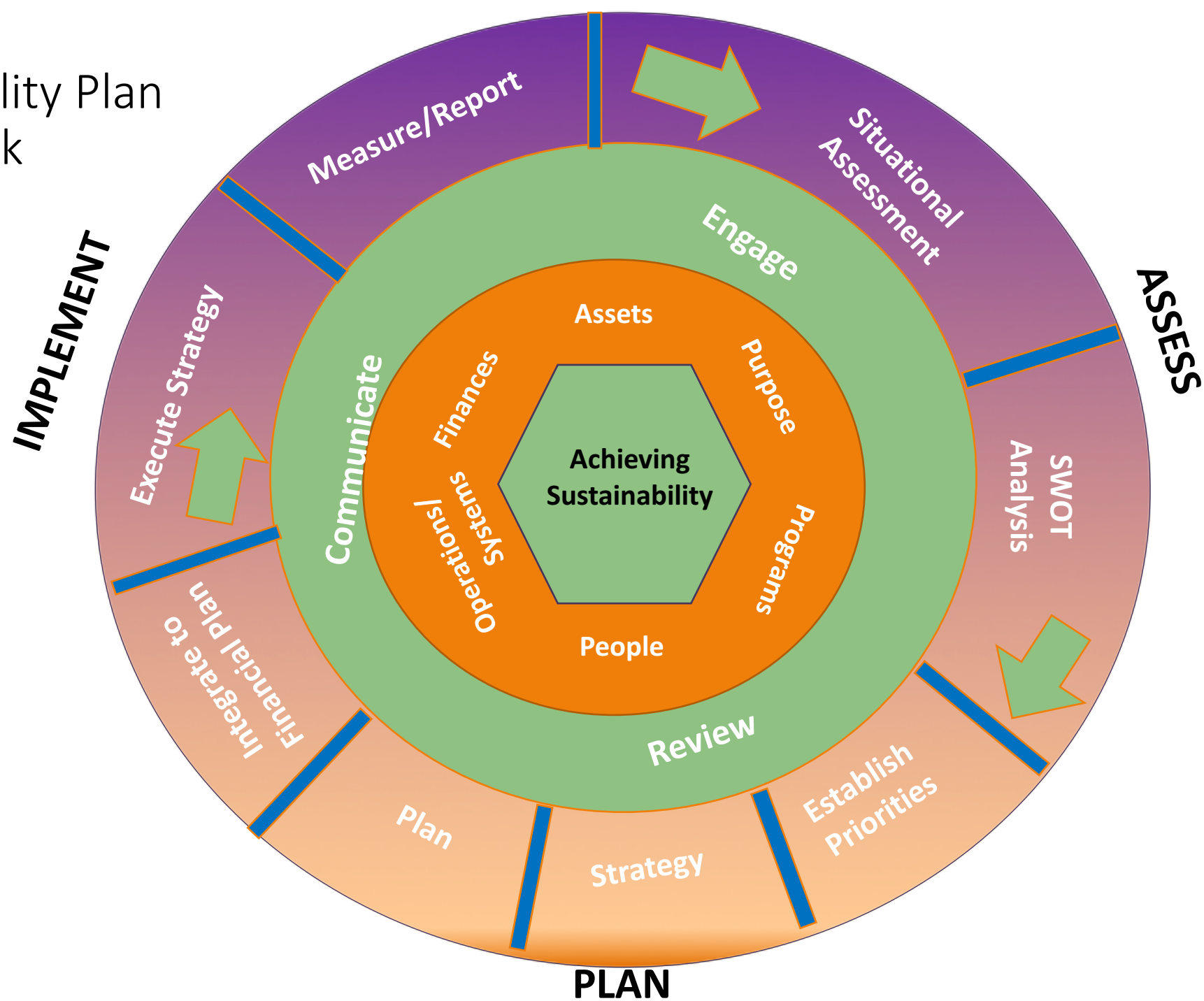
Our Understanding of the Need

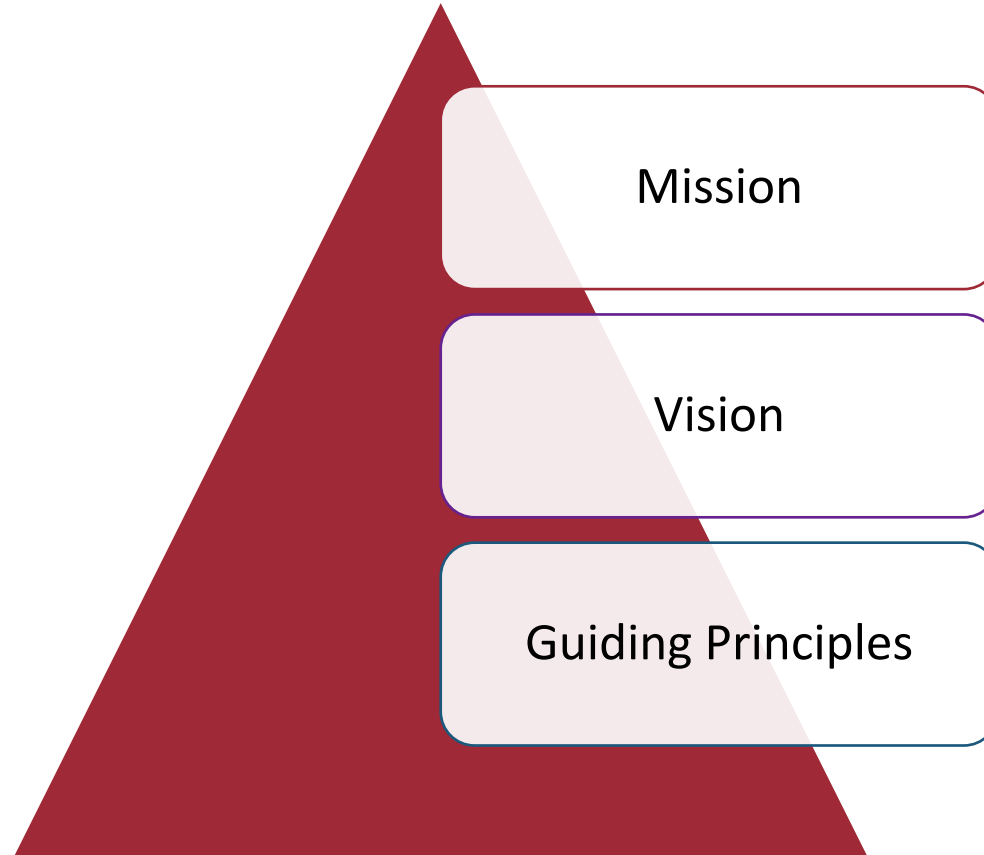
For the purposes of this project, the planning process will focus primarily four key areas which are outlined below. We note, however, that the analysis related to financial sustainability is outside the scope of this project due to analysis being performed as a part of a separate Foundation-funded project.

- ❖ **Strategic Sustainability** -- Ensure Realistic Vision, Mission and Goals relative to organizational capacity, community needs and resources. An assessment will be conducted to evaluate whether the organization is trying to do too much, if there is mission-creep and if there are enough resources available to support the activities of the organization. The goal is to have clearly, articulated vision and mission and strategic goals and objectives to achieve the mission.
- ❖ **Program & Service Sustainability** -- Ensure High-Quality Products, Services and Programs. Identify and assess whether the organization has an offering of high-quality products, services and programs to meet current and future needs of community residents. The assessment will focus on what the organization does well, and identify opportunities to do them better to deliver strong outcomes.
- ❖ **People, Process & Systems Sustainability** -- Ensure Personnel Can Effectively and Reliably Perform. Review and assess personnel current roles and responsibilities, expertise and capacity to perform his/her job effectively and in a timely manner. The assessment will also identify personnel resource gaps, processes and systems that are integral to the organization's ability to perform.
- ❖ **Financial Sustainability** -- Conduct Financial Reserve and Contingency Planning. If the above 3 areas are not effectively addressed, then it is likely that the organization does not have enough money to support its operations and carry out its mission. The three areas of financial practice that will be evaluated include: (1) Financial reserves over time and before a financial crises occurs, (2) Contingency planning in the event that the organization raises less money than planned for the upcoming year and for what will happen if you get 30% less; and (3) assets and valuation.

Sustainability Planning Process

Sustainability Plan Framework





Guide Posts

LPCCD History/Background

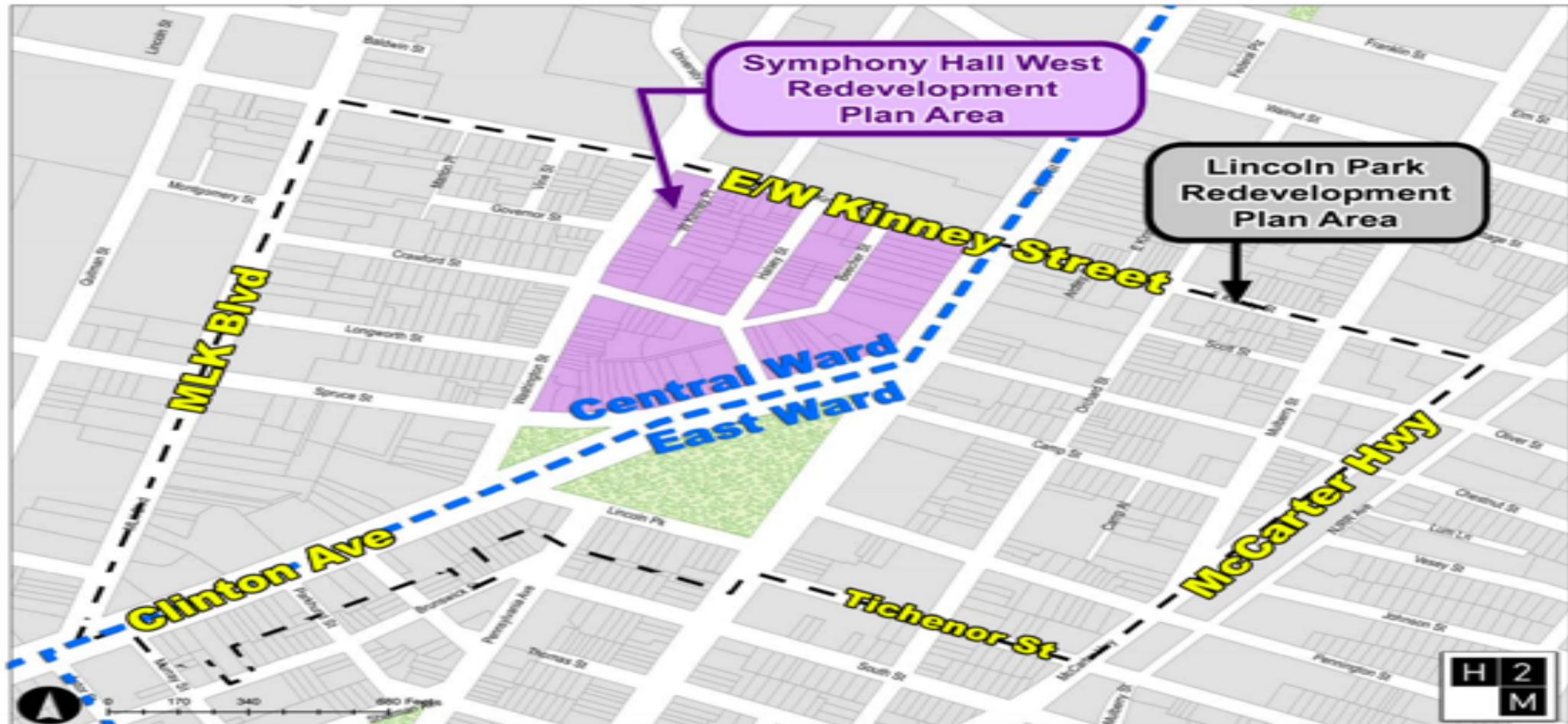
- The LPCCD is the realization of 20 years of dreams, ideas and efforts by visionaries and community activists to foster and maintain the vibrancy of the Lincoln Park Historic District in the Central Ward of the City of Newark, Jersey. The Central Ward is integral to the city given its vast cultural assets, number of schools and not-for-profit organizations.
- The LPCCD is a non- profit 501(c) (3) organization 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.
- The organization has achieved several notable accomplishments: (1) developed more than 100 units of affordable housing; (2) created a successful multi-generational community building program centered around a multi-genre music festival that annually attracts tens of thousands of local residents and visitors over a 3-4 day period; (3) strong non-profit brand recognition in Lincoln Park and throughout the city; (4) trusted community partner, and (5) convener of key stakeholder groups
- LPCCD, like many community development organizations, has faced its share of challenges:
 - ❖ operating deficits arising from an unfunded development pipeline, excess debt obligations and adverse financial market conditions.
 - ❖ mission-creep in areas where management/staff had limited or minimal expertise and capacity;
 - ❖ lack of revenue and funding diversification – majority of revenue derived from development fees, program-related grants from philanthropy and government;
 - ❖ changing funder priorities and retrenchment; and
 - ❖ personnel turnover and limited capacity to fundraise and implement new programs.
- To address the challenges, LPCCD's management team took immediate actions: (1) executed the sale of its real estate portfolio, using the proceeds to pay down debt; (2)realigned its programs and priorities against the financial realities, to the extent possible; (3) maintained on-going communications with the Board, funders, lenders and community residents; and (4) instituted, on occasion, a temporary deferral of staff salaries.
- Despite these herculean efforts, LPCCD's financial condition continues to be tenuous. With limited resources and staff capacity, the organization has been unable to achieve financial stability, calling into question whether LPCCD can achieve sustainability.

Background/History

Lincoln Park Historic District – Map of the Future

City of Newark | Lincoln Park Redevelopment Plan

Figure 1: Plan Area Boundary



In response to the need for a sustainability plan, LBM & Associates first performed a situational assessment, coupled with a SWOT analysis to identify the key internal strengths and weaknesses and external opportunities and threats that may positively or adversely impact LPCCD's future sustainability.

The situational assessment encompassed a review of organizational and City-wide community and economic development plans, press releases and interviews with LPCCD's management team. Lincoln Park is integral to the City of Newark's cultural arts plan given its rich cultural history and convenient location to downtown and access to the City from Newark airport. Funders and Real Estate developers are ramping up investments in Lincoln Park and the surrounding areas as evidenced by the recent opening of The Willows, a new housing development for local artists.

Socio-demographic profile (refer to Appendix C) indicates high population density per square mile, with more than 80% of the residents being of African-American descent. Home values, household income and educational levels are significantly below the state and national average. Less than 20% of the residents have a college degree, and unemployment was reported at 20% as of 2015. Approximately 70% of the residents are renters. The neighborhood has very few commercial and/or retail stores.

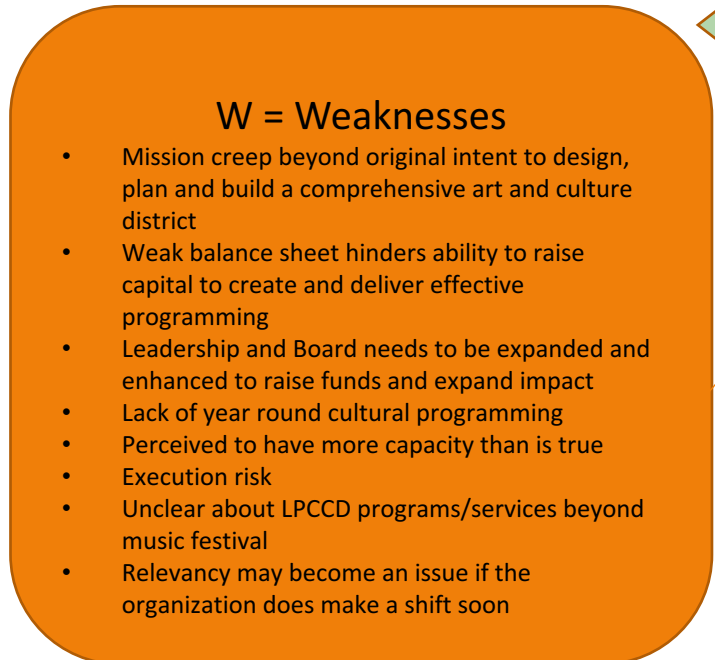
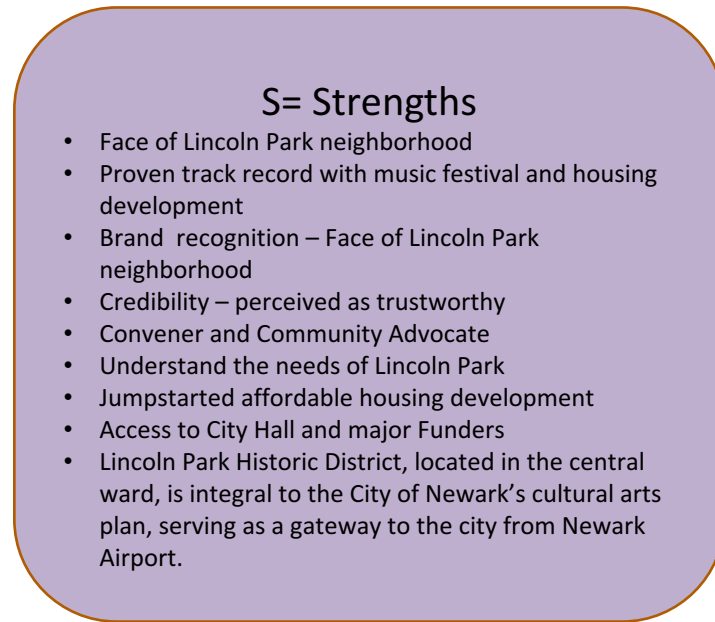
One-on-one interviews were held with more than twenty (20) key stakeholders representing Foundations, Elected and government officials, Community Residents, Lenders, Non-profit community partners, LPCCD Board members, University Administrators and local Real Estate Developers. In addition, LBM & Associates, participated in a city-wide arts and culture forum with more than thirty (30) non-profit leaders, residents and funders to discuss and share ideas to support the development and implementation of the City of Newark's cultural arts plan.

All involved were deeply committed to a vision of working together to help support LPCCD to expand its programs and services to meet the growing needs of Lincoln Park and surrounding communities. Although many ideas were discussed, the common theme was that LPCCD played an integral role in Lincoln Park, and was viewed as the face of the community. The organization is well-regarded and serves as a trusted partner to both residents and the broader nonprofit community partner network.

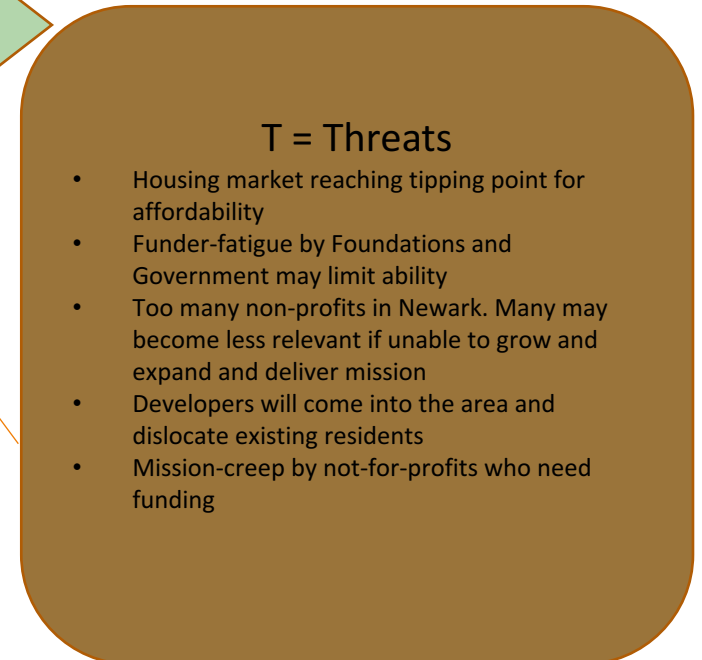
Stakeholders all agreed that LPCCD is a hybrid organization that provides both traditional community development and creative space-making programs and services to Lincoln Park, citing the development of affordable housing, community outreach and the music festival.

There was a strong desire for LPCCD to create year-round cultural programming for the community, to partner/collaborate with other organizations to deliver social service, workforce, artist and youth development programs, health and wellness, and to help ensure a broad mix of affordable housing for families, artists and seniors.

Community Need



**SWOT
ANALYSIS**



The Lincoln Park district, located in the central ward, is the gateway to the city and is a top priority of the Baraka Administration for future development and resources for community revitalization through the delivery of a collaborative approach to cultural, community, economic development and educational programs and services.

Lincoln Park and the Clinton Avenue corridor provide a unique opportunity to connect neighborhoods through vibrant, year-round cultural arts programming, leveraging many of the cultural physical assets in Lincoln Park – the physical park, Newark Symphony Hall, City without Walls, the Newark School of the Arts and local religious institutions.

LPCCD has a long history of leadership, civic engagement and community impact that is vital to Lincoln Park Historic District and surrounding neighborhoods. It's original mission when formed in 2002 was to design, plan and build a comprehensive arts and culture district.

The foundational elements for LPCCD as a hybrid community development and creative place-making organization are in place. LPCCD has a clear vision to integrate arts and culture in community revitalization, and to connect to a larger community improvement effort

LPCCD is the face of the Lincoln Park neighborhood, positively and profoundly touching every facet of community life in Lincoln Park and surrounding neighborhoods each and every day.

LPCCD is vulnerable to becoming less relevant in Lincoln Park and in the not-for-profit community if it does not take immediate steps to reposition and rebrand the organization.

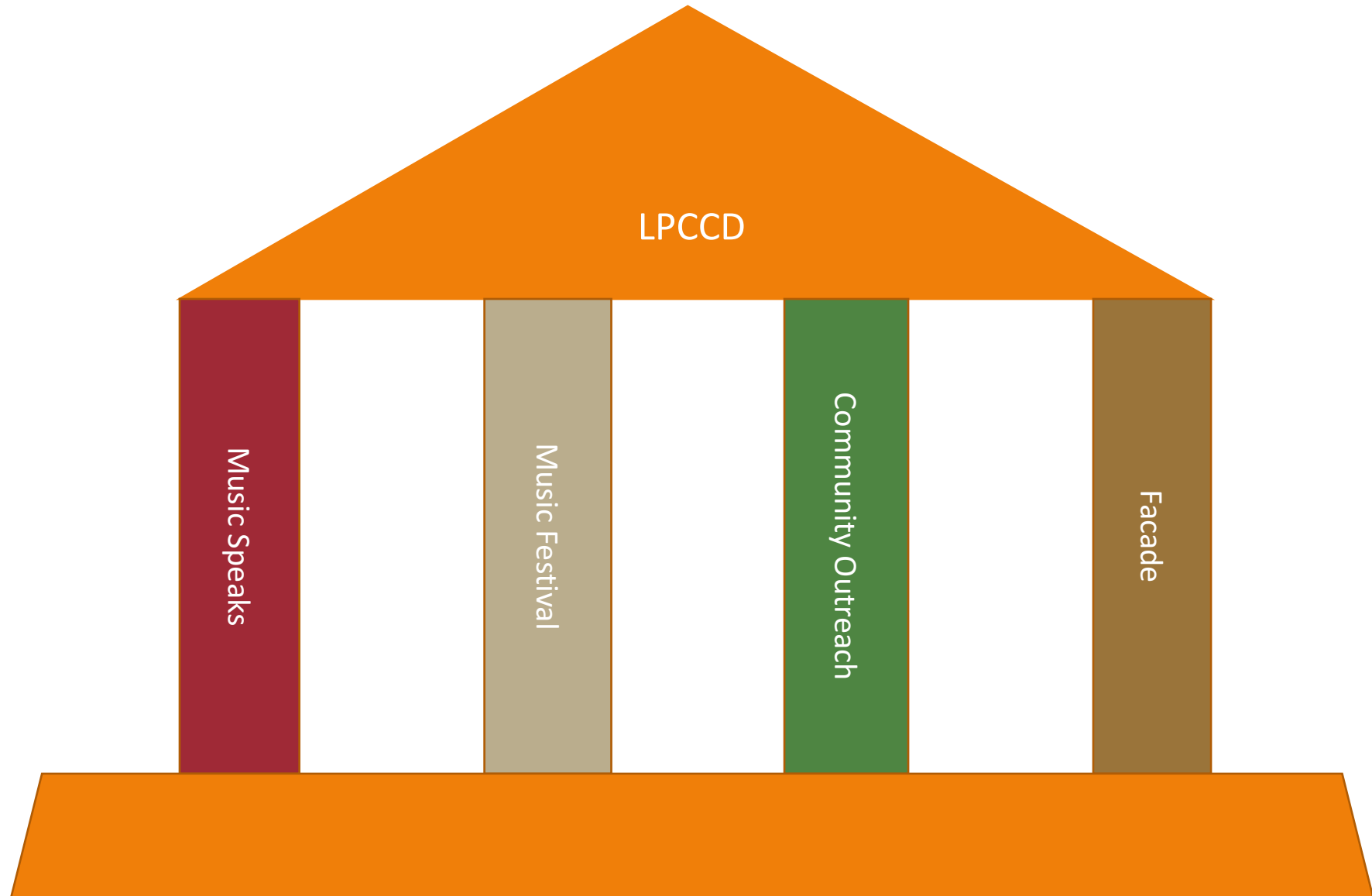
LPCCD must articulate a clear vision and mission, strengthen organizational capacity, provide programs/services that meet the growing and changing needs of Lincoln Park residents, and secure new and diverse funding sources to achieve financial sustainability.

Community - Key Takeaways

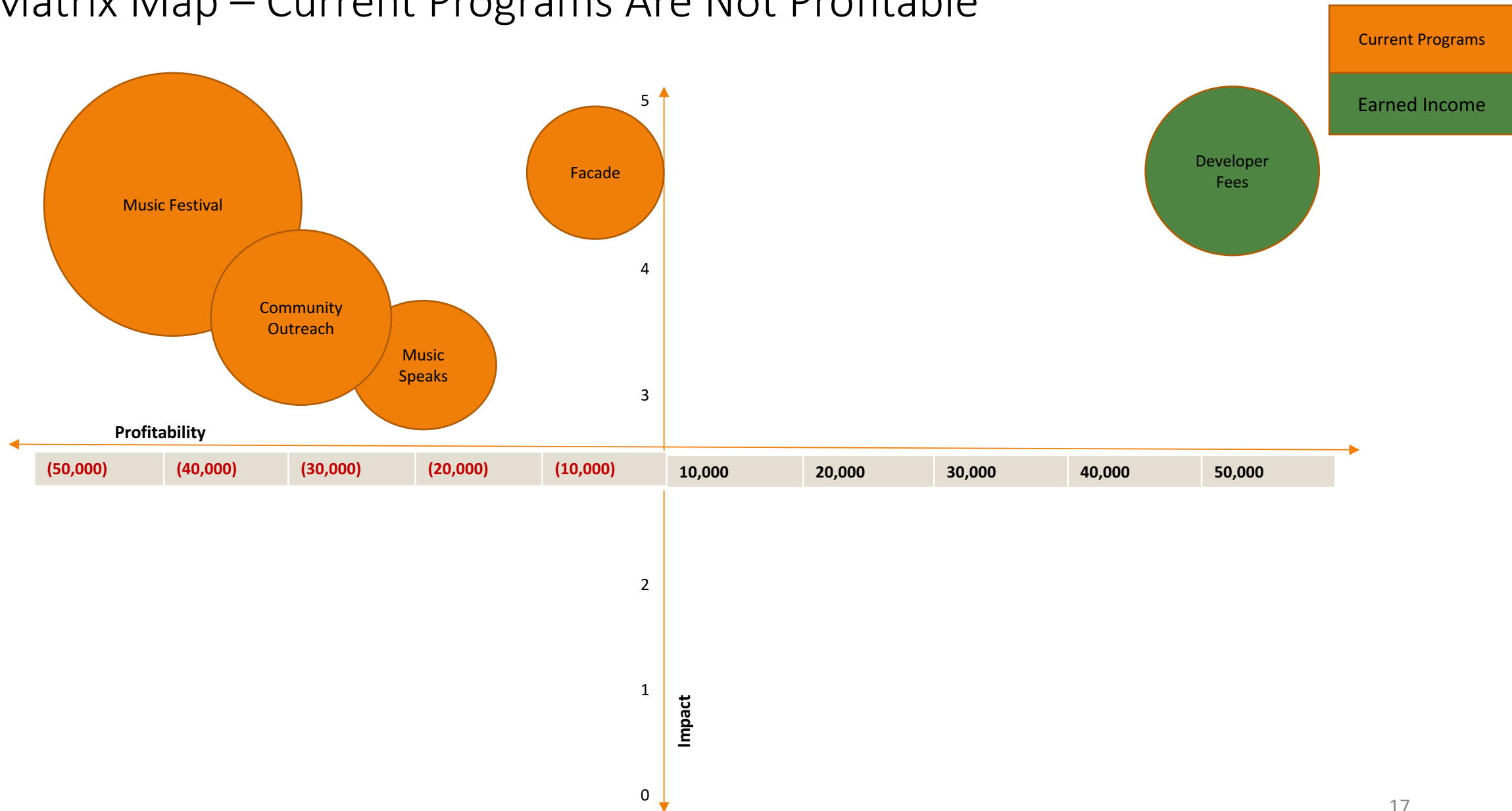


Current Model & Program Structure

LPCCD Current Programs Inadequate to Achieve Sustainability



Matrix Map – Current Programs Are Not Profitable



Economic Downturn Key Contributor to Organizational Financial Woes. Ground-up residential housing development was an integral component of LPCCD's program strategy. The organization leveraged its tax-exempt status to access to city-owned land and vacant buildings. Income from development grew to become a significant revenue and cash flow source for LPCCD. Profits were used to fund operations and to invest in new programs. Like many community organizations, however, LPCCD experienced a major set-back during the 2008 US financial crisis which resulted in the organization being unable to fund its development pipeline, cover operations or meet its debt obligations. As a result, LPCCD embarked upon an aggressive asset disposition strategy to pay down debt obligations. Despite meaningful progress, LPCCD continues to be capital constrained, hindering its ability to execute its program strategy, including restoring and converting the coveted church façade, which is an important earned income opportunity for the organization.

Funding Constraints Resulted in Mission-creep and Unclear Program Strategy. Transforming Lincoln Park into an arts and cultural district was the vision of a prominent group of community activists. LPCCD, since its founding in 2002, has been working to revitalize Lincoln Park and surrounding neighborhoods. Through the years, LPCCD has pursued several initiatives, including green jobs, urban farming, and energy efficiency retrofit projects for Newark municipal buildings, as a part of the Lincoln Park district's green job-training programs. As grant funding for these initiatives dried up, so did the expansion of these programs. While LPCCD demonstrated its ability to develop cutting edge programs and services, management was less successful in its ability to build and expand upon many of these initiatives. For example, restoration of the church's eight-story Greek revival facade is vital to its mission. The project, which was anticipated to be completed in 2014, remains on hold due to a lack of critical funding requirements. The property was purchased from the city for \$100. Restoration of the church façade could positively change the performing arts landscape in Lincoln Park, positioning LPCCD to grow future earned and event revenue to support operations and to invest in programs.

Music Festival and Related Activities Increase Future Earned Revenue and Supports Development of Creative Economy. Beyond real estate development, the annual Lincoln Park music festival hosted by LPCCD is the organization's signature program. For more than 12 years, LPCCD's leadership has produced one of Newark's most successfully attended cultural events held over a 3-4 day period. With multi-cultural and multi-generational programming, the event draws some 50,000 attendees, including local residents, tourists and visitors. Through the years, the event has expanded to include health and wellness activities, job opportunities and is a significant contributor to the City of Newark economy, contributing to hotel, restaurant and parking revenues. At the same time, the Music Festival is important to the city's Cultural plan, helping to promote Newark as the City of Arts and Culture. The generous contributions and sponsorship of the City, foundations and corporate partners allow LPCCD to make the music festival free to residents and visitors. In the future, LPCCD should consider transforming the festival into its major fundraiser, generating revenues from modest per person entrance fee and vendor registration fees for which LPCCD will receive a % of sales. In addition, LPCCD can sell trademarked clothing, accessories, etc. Proceeds from the festival can be used to support operations and invest in year round cultural programming.

Programs - Key Takeaways

Emerging Business Model Reflects Environmental Scan

Sustainability Goals/Objectives

Stay True to the Mission. LPCCD's core mission to create, plan and build a comprehensive arts and culture economy in Lincoln Park historic district and surrounding neighborhoods remains relevant. With deep roots in music, nightlife and community bonding, LPCCD should exploit the rich cultural history, and arts and culture ecosystem to deliver mission and impact. While housing, community outreach, health and wellness and jobs remain important aspects of community revitalization, LPCCD's program structure and business model should be realigned with current realities and priorities to avoid "over promising, and under-delivering" as may have been the case in the past.

Develop and Present Programs that Meet The Needs of the Community. LPCCD is a voice of the community, often convening and facilitating community forums on a range of issues, including housing, public safety, community and economic development plans of the City. Based on research, stakeholders identified three primary need areas in which LPCCD 2.0 can serve: (1) year-round multi-generational and multi-cultural programming, (2) youth development and career training and artist development and entrepreneurship, and (3) community engagement.

Collaborate/Partner With Others. With a city population of less than 300,000, there was a general view expressed by most stakeholders that there are too many non-profit organizations relative to the population size. In turn, many organizations are unable to grow and expand impact due to an inability to raise significant amounts of funding to support programs and operations. Funders – foundations and government – would like to see more collaboration among not-for-profit organizations. LPCCD was recognized for its willingness to partner with other organizations. Strategic collaborations should be a cornerstone of LPCCD 2.0.

Create New Organization and New Brand. In moving forward, LPCCD should consider renaming and rebranding the organization to reflect a new focus and business model. The Board and management should continue to work towards reducing and/or eliminating existing obligations, however the focus should be on building a new organization, while winding down operations of current organization. Stakeholder interviews revealed that most people did not know what the letters LPCCD stood, other than Lincoln Park, nor were they able to articulate programs/activities provided by LPCCD beyond the music festival. All respondents agreed that there was no correlation between the Lincoln Park Coast Cultural District name and the mission and activities of the organization.

Recruit, Hire and Expand Staff/Board Members to Help Take LPCCD to Next Level. Leadership changes at the Board and personnel level will be critical to the sustainability of LPCCD 2.0. The current Board is a working Board and the staff has limited fundraising expertise. To implement its mission and programs, LPCCD will require, at the Board and staff levels, deep fundraising, financial, operations and marketing expertise, as well as strong relationships with government, corporate and foundation stakeholders to leverage in-kind, volunteerism and institutional resource support. **Expand, Deepen and Cultivate Relationships with Funders and Donors.** LPCCD's current funding mix is comprised primarily of government, local foundations and the music festival. Over the next 3-5 years, LPCCD envisions implementing fund development strategies to significantly increase unrestricted sources of revenue to cover day-to-day operations and to create adequate reserves for capital improvements, unemployment and on-going operations. A more diverse funding pool will allow LPCCD 2.0 to diversify revenue sources to weather economic cycles.

LPCCD 2.0 – Same Mission, New Focus

Business Model Integrates Creative Placemaking & Placed-Based Community Development

- The emerging business model framework reflects the results of an environmental scan (current organization, the competitive landscape for Newark-based non-profits, community need, funding sources, stakeholder interest and potential market concerns/opportunities).
- The model was developed in accordance with LPCCD's mission statement to ensure alignment between the organization's purpose, community need and key economic drivers.
- The model clarifies LPCCD's blended approach of creative place-making and place-based community development.
- The economic drivers of the model center around three key areas: (1) culture; (2) economy; and (3) community engagement.
- The model contemplates a more diversified funding pool, new organizational structure and staffing, greater staff, leadership and Board capacity to execute, govern and fundraise.
- The proposed model does *not* include a specific staffing model, organizational structure or financial plan.

Vision Statement:

Stakeholders from all economic sectors will demonstrate sustaining leadership, collaboration and investment at the levels required to achieve scalable impact to revitalize underserved neighborhoods and communities across the nation.

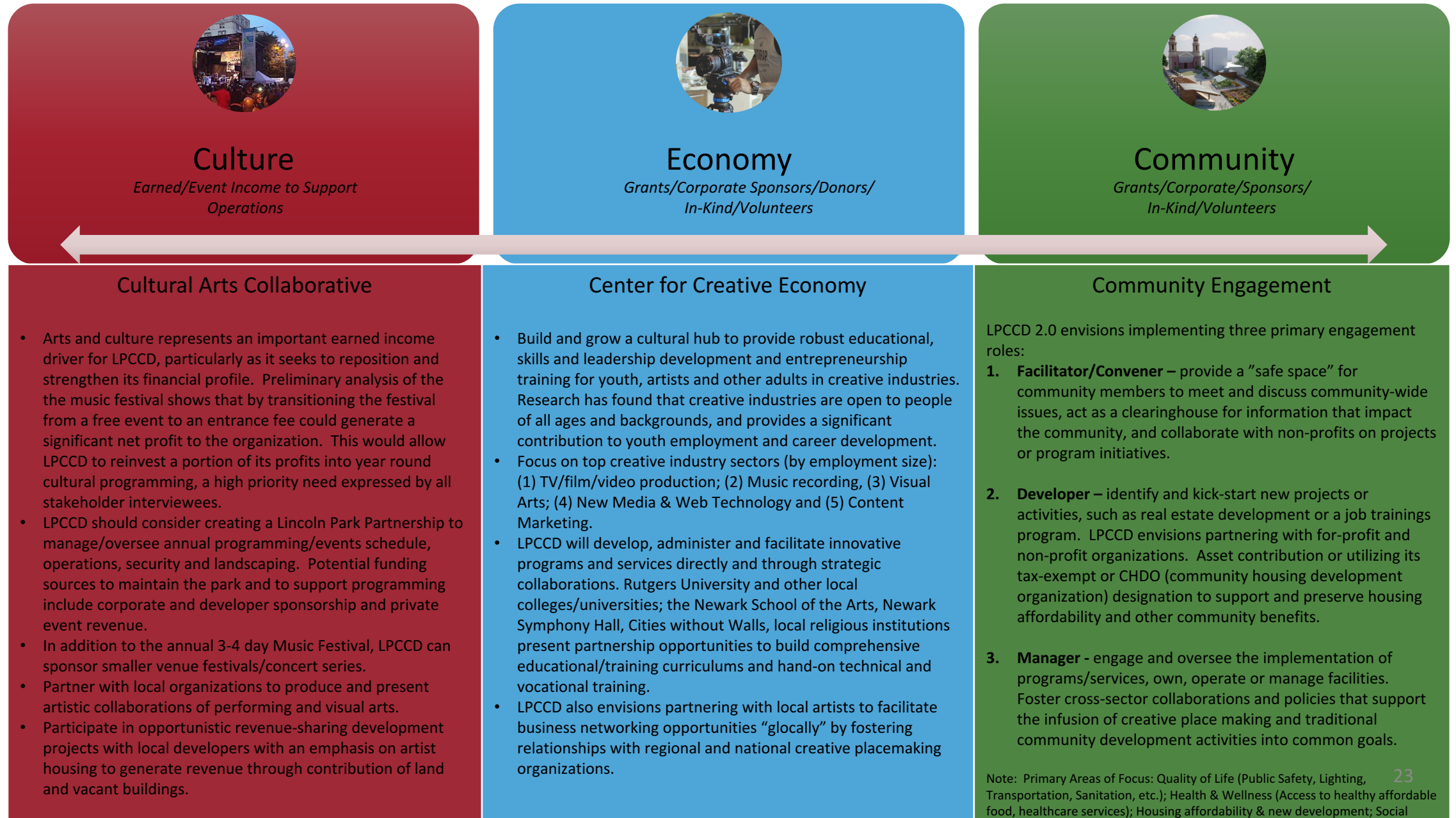
Mission: To transform Lincoln Park and the surrounding neighborhoods into socially, economically and environmentally vibrant communities by infusing arts and culture into community and economic revitalization.

LPCCD 2.0 Business Model: LPCCD will achieve its mission through a combination of direct delivery and partner collaborations to promote and support socially-relevant cultural arts programming, a creative economy that connects youth and artist entrepreneurship and career development with high employment sectors, and actively engage and partner with the community on issues integral to resident quality of life in the Lincoln Park Historic District and surrounding neighborhoods.

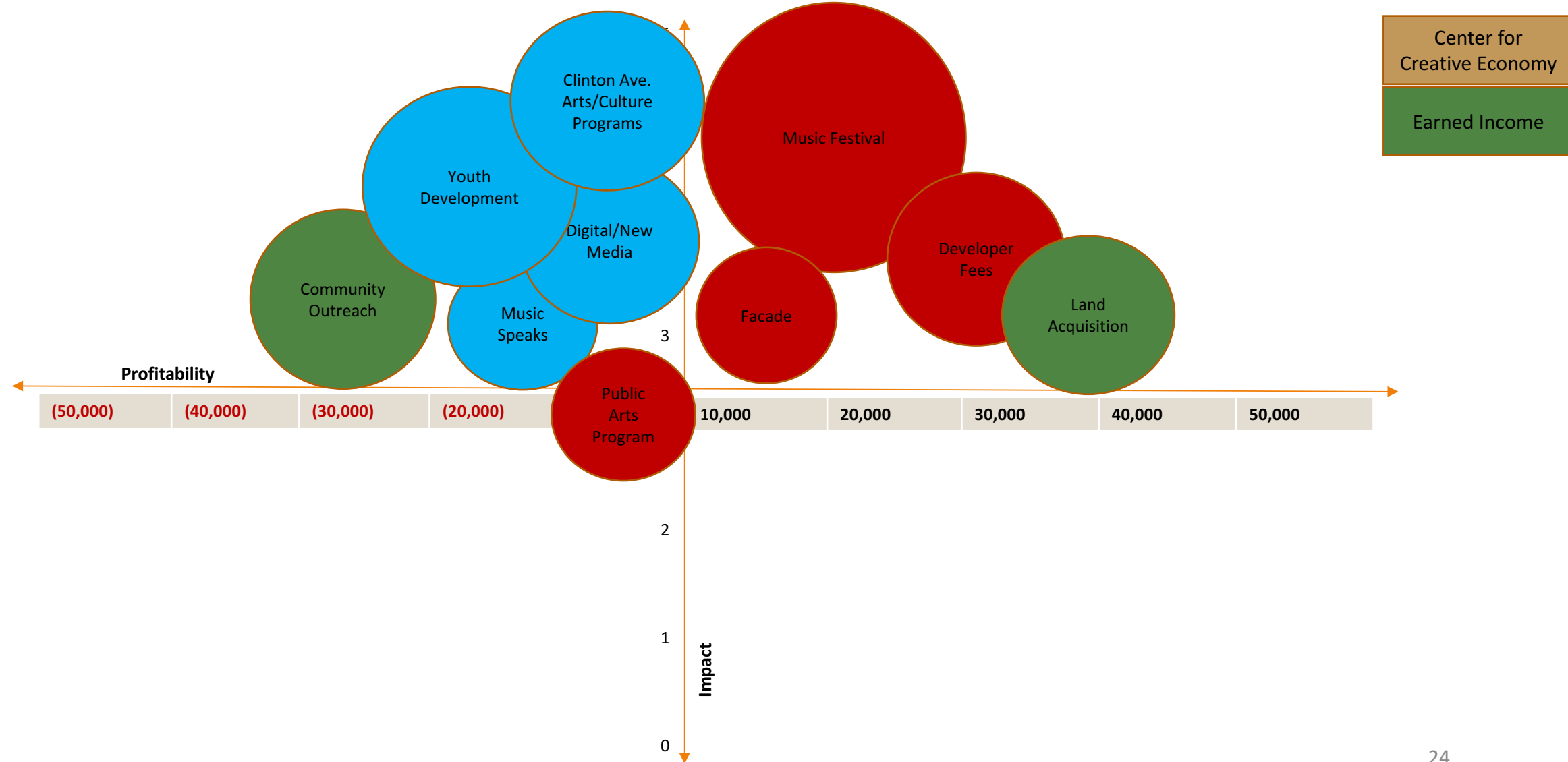
Arts & Culture is Key Economic Driver in Lincoln Park Community Revitalization

- Arts and culture was identified as a high priority need in Lincoln Park given the community's deep, cultural history and desire to preserve the cultural assets of the community. LPCCD's annual music festival has become a staple of the community for more than a decade, providing both social and economic benefits to the community and the city. Music festival attendance has grown dramatically with estimated annual attendance of 50,000 residents and visitors over the course of a 3-4 day weekend. Preliminary data reported by the City of Newark indicate an increase in hotel and restaurant tax revenues during the time period of the event, suggesting that the music festival is having a direct economic impact on the city economy. Although the music festival serves as a gathering place, LPCCD's leadership is making great strides to provide health and wellness screenings, job opportunities and community outreach to a captive audience.
- Mayor Baraka and the City of Newark recognize the economic benefits of arts and culture-related industries in stimulating the local economies and improving local neighborhoods. Arts and culture is an integral component of the economic development and cultural plan of the city of Newark. Organizations such as Newark Express and local colleges/universities are also exploring innovative strategies to spur arts and culture-related economic development in the city.
- According to the U.S. Bureau for Economic Analysis, creative industries played a large role in the U.S. economy in 2012. Core arts and culture industries contribute approximately one million jobs to the U.S. economy with supporting industries offering another 3.5 million jobs. In addition to job creation, arts and culture provides attracts investments, generates tax revenues and stimulates local tourism and consumer buying. Increasingly, quality of life and creative workforce factors are being incorporated into companies decisions on where to locate operations. Creative and new media industries are growing in number, and the growth is becoming more important to government and business leaders.
- Arts and culture creates a sense of place and community for Lincoln Park residents beyond the festival. LPCCD leverages its cultural programming to improve education for the youth through its Music Speaks program, support the development of artist housing and to help improve resident quality of life through its annual Lincoln Park clean-up program. LPCCD has used creative "placemaking", along with place-based community development, to integrate the arts and culture in community economic development revitalization to redefine public spaces and to build community. Through creative placemaking, LPCCD has begun to harness artistic talent and resources to enrich lives and stimulate economic activity. LPCCD envisions continuing its hybrid approach to achieve its mission given its unique position as the only organization currently providing a comprehensive integrated community revitalization strategy for Lincoln Park and surrounding neighborhoods.
- To achieve scale and greater impact, LPCCD envisions utilizing strategic partnership and collaboration models with vetted not-for-profit and for-profit organizations to formulate and implement effective arts and culture-related programs under the three pillars – culture, economy and community engagement - of its proposed business model.

Three Program Areas Underpin LPCCD 2.0 Model



Center for Creative Economy Is Anchor For New Model



Benefits of New Model

Align Well With Core Mission

Support Focused, Disciplined Approach to Execution

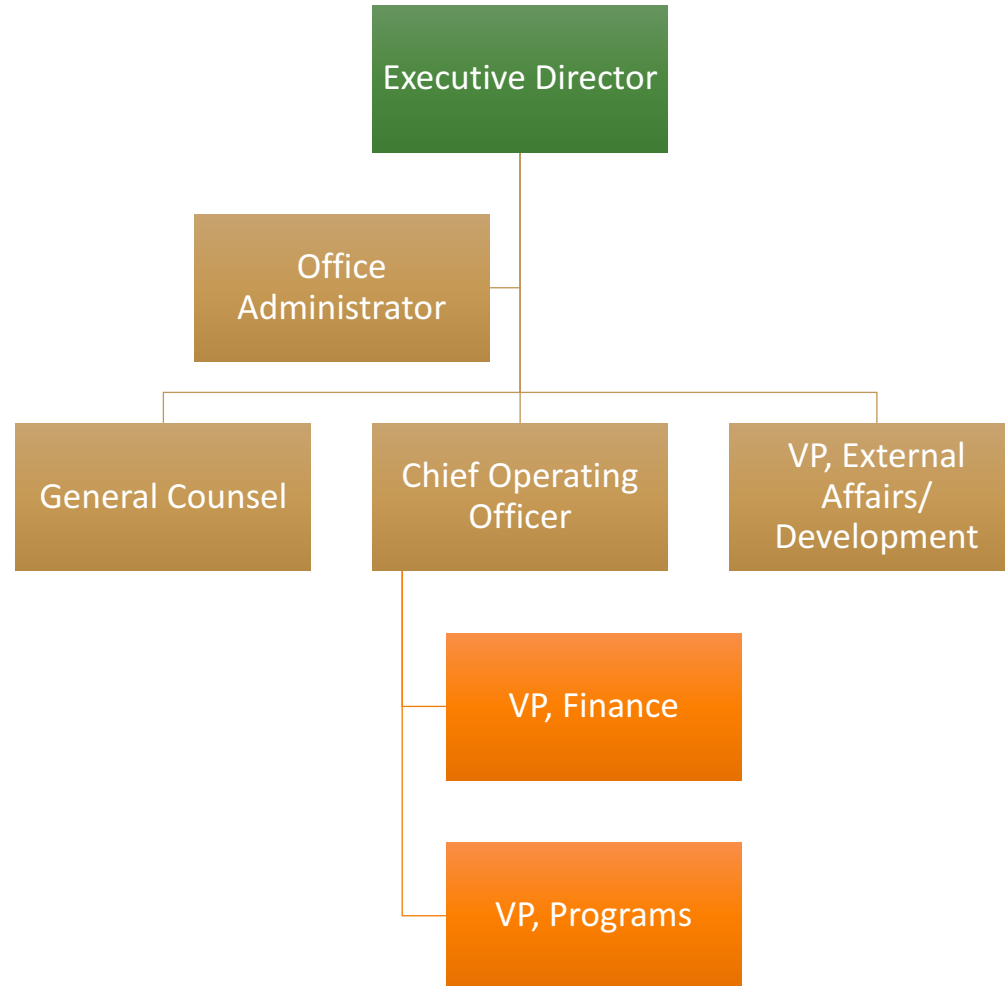
Integrate Arts & Culture into Community Revitalization

Achieve Greater Operating Efficiency & Community Impact

Provide Greater Funding Diversification to Withstand Economic Cycles

Fill Important Gaps in Community Revitalization & Engagement

Sample Staffing Model



Note: Certain functions – General Counsel, Finance/Accounting may be outsourced



Financing the Future

Current State

- LPCCD is currently dependent upon three primary sources of revenue – government, foundation and program income derived primarily from the music festival. In 2015, approximately 35% of LPCCD’s revenue came from government, 20% from private foundations and approximately 24% was derived from the music festival.
- LPCCD’s foundation grant revenue, has declined over the years, and may be much less reliable going forward given the likelihood of changing foundation priorities and the tendency of foundations to avoid ongoing funding into the future.
- Although secured from year to year, LPCCD’s revenue from the music festival has proven to be fairly consistent each year, and should remain the case provided that LPCCD continues to deliver stakeholder and customer value. Income from events can be relatively sustainable revenue sources with a strong potential for significant and sustained growth in the coming years.

Line Item	Current Year - 2015	Prior Year – 2014	% of Total Revenue (2015)
Grants	117,421	354,300	20%
Government Contributions	202,811		35%
Program Service (Music Festival)	140,387	118,923	24%
Investment Income	11,650	0	2%
Fundraising Revenue	6,776		1%
*Other Revenue (Property tax and other bank account refunds)	101,894	246,996	17.5%
Total Revenue	580,939	720,219	100%

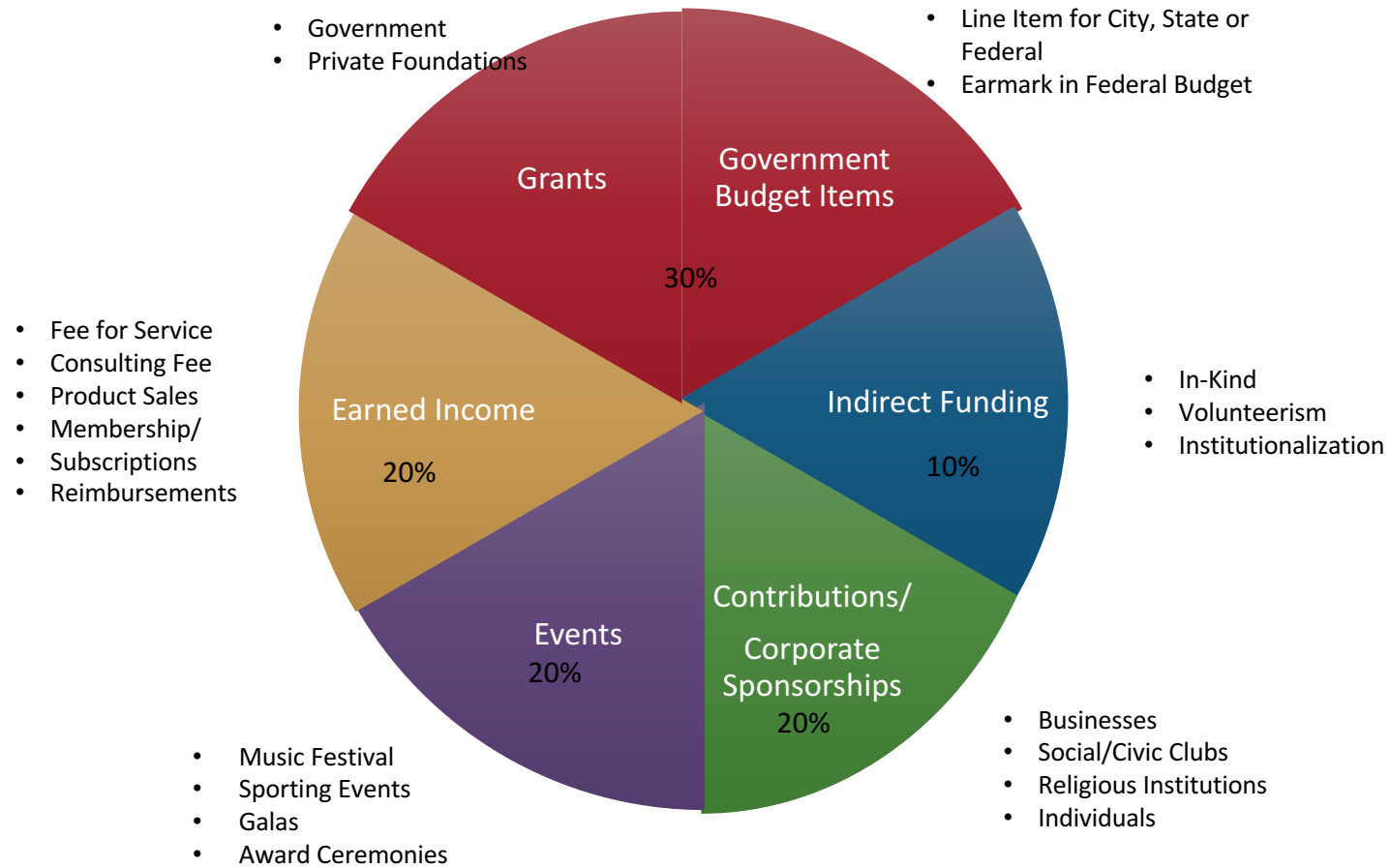
Future State

LPCCD envisions annual operating budget of over \$2,000,000, which is substantially larger than LPCCD's present day budget.

To ensure adequate investment and operational funds to meet and sustain this level, LPCCD fund development strategies will include the following five core components going forward:

- 1. Diversify Its Revenue Base.** LPCCD will continue its efforts to deepen current funding sources, while adding new sources. Its fund development strategy will include contributed income from individuals, local businesses and corporations. In terms of earned vs. contributed revenue mix, LPCCD's long-term goal should be to maintain at least 50% of its revenue from earned income & event sources.
- 2. Grow Earned Income Revenue Sources.** LPCCD's events are tailor made for earned income development. If quality is maintained, these funds are highly reliable from year to year and – importantly - are unrestricted. Further, earned income funds can be used to subsidize areas of our work where it is much harder to secure contributed funds.
- 3. Expand Foundation Relationships.** To date, LPCCD has cultivated productive relationships with several local and national foundations. Despite grant-making being mostly program-based rather than general / core operating support, we will pursue a strategy to move some foundation supporters from program grants to general operating support where possible. Further, LPCCD will seek new and expanded relationships with state and national foundations where good prospects exist.
- 4. Develop New Sources of Contributed Income.** LPCCD's fundraising efforts beyond foundations and government has been very limited, due in part, because of the need for seed capital at a certain scale that could only be secured from foundations. While other sources of contributed funds (corporate, individual, etc.) will likely never exceed foundation revenue, LPCCD plans to explore a corporate and individual giving program to provide a base set of revenue each year. The focus will be on donors that are interested in supporting the Lincoln Park Historic district through socially-relevant, cultural programming, workforce, youth and artist development and asset preservation. This type of funding is generally unrestricted, and can be used for any purpose, such as funding day-to-day operations.
- 5. Implement Strategies to Ensure Financial Health and Sustainability of Organization through Economic Cycles.** To ensure that LPCCD is capable and positioned of weathering changing economic conditions, the Board will need to undertake several strategic initiatives over the next 3-5 years. More immediate actions should include: (a) building a 3-6 month board-restricted financial reserve; (b) building an unemployment reserve fund; (c) developing a permanent endowment action plan for LPCCD operating funds; and (d) creating a capital reserve fund for replacement or key capital expenditures.

Future Revenue Diversification Goal



Appendices

Historical Context – Lincoln Park – Appendix 1

Lincoln Park Historic district is integral to the history of the City of Newark, dating back to the 1600s. Renamed in 1869 in honor of martyred President Abraham Lincoln who visited in 1861, Lincoln Park serves a gateway to downtown Newark.

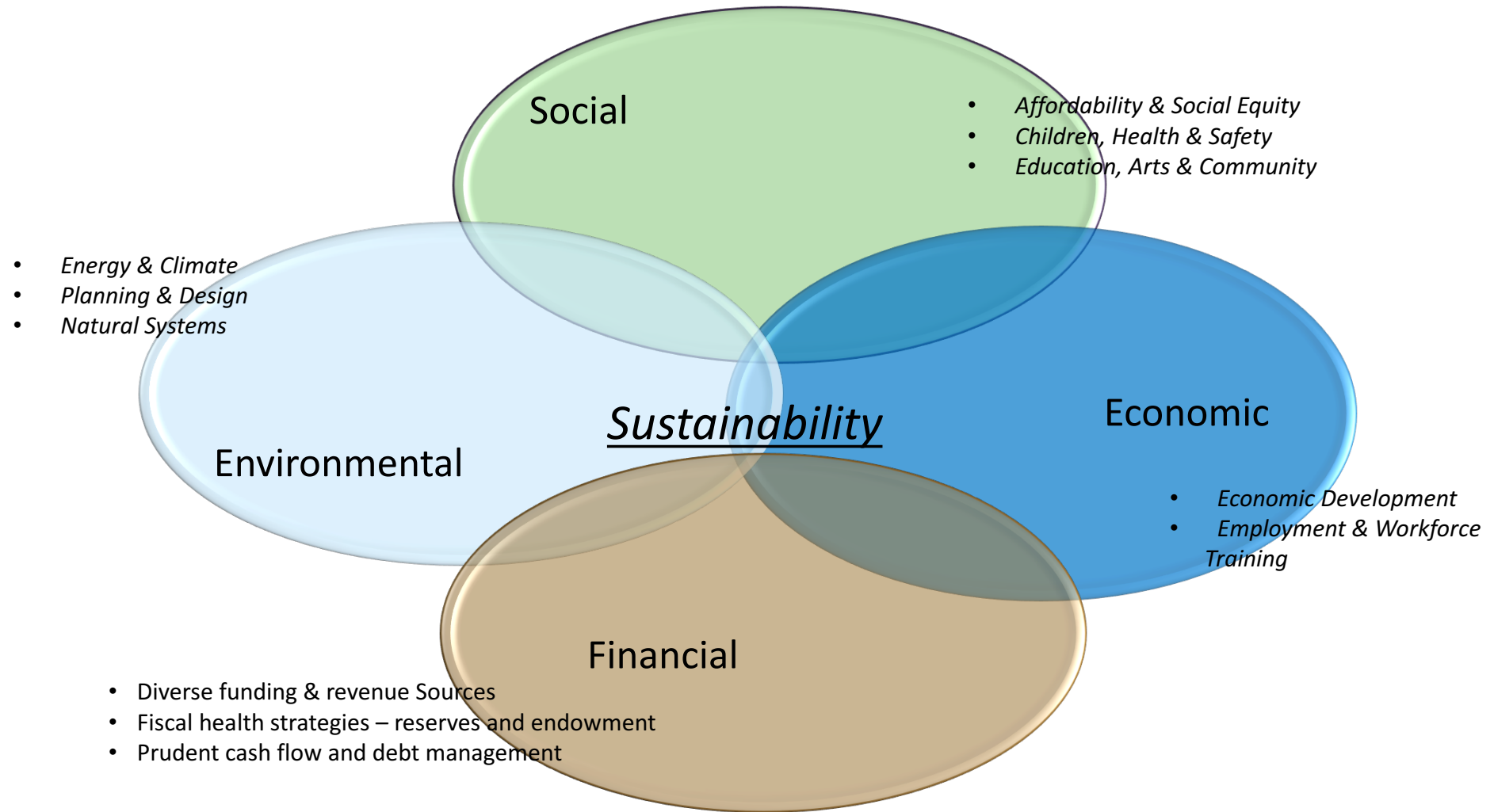
The community has transitioned from a colonial village, to a thriving industrial center juxtaposed with an old Barbary Coast (a Black entertainment and red light district), to decline following the civil rights movement and now on-going renewal since the late 1980s.

In the 1980s, a group of artists and residents came together and formed a plan to revitalize Lincoln Park. Referred to as the Lincoln Park Historic District Plan, key objectives of the plan included: (1) short-term neighborhood clean-up and stabilization; (2) preservation and restoration of the character and integrity of the neighborhood which is on the National and State Registers of Historic Places; and (3) focusing future development around the cultural and historic amenities and the District's growing cultural community.

In 1987, Amiri Baraka proposed a new plan (Barbary Coast Plan (BCP), to develop Newark's historic Coast district. Key components of the BCP included: (1) renovating Symphony Hall; (2) connecting southern and northern Broad Street through a medium; (3) renovating existing buildings and building new ones to accommodate mixed-incomes; d) adopting zoning allowing for artist/live work spaces; and (4) adopting zoning that allows for restaurants, art galleries, night entertainment venues, craft stores and street vendors.

Following a three-day charette in 1999 by the Regional Planning Association, additional suggestions were made to develop artists' housing, renovate Symphony Hall, secure more funding for cultural arts programming, re-green Lincoln Park Community and form a community development corporation – Lincoln Park Coast Cultural District.

Key Components of Organizational Sustainability – Appendix 2



What is the main purpose of our organization? What is our mission? What is our vision?

What are the community's needs? How well does our mission align with those needs?

What are we trying to accomplish by maintaining our programs or services?

Do we fill a gap in services?

How do we see ourselves, our role, and our relationship to the community we serve?

How many and what kinds of people, with what skills, do we need to run our programs and services?

How should we make our best contribution to the community and economic development non-profit network?

What organizations should we collaborate or partner with directly in order to maximize the impact we have on the community?

What is the optimal organizational structure we need to have in place to execute our mission?

What are the resource requirements to deliver and maintain quality program and service delivery and to achieve sustainability?

Key Questions for Building a Business Model – Appendix 3

Demographic Snapshot of Lincoln Park – Appendix 4

Attribute	#/Ratio	Comments
2015 Estimated Population	30,824	12% decline in population since 2000
Households & Condos	13,280	Median home value and HH income significantly lower than State and National average
Renter Occupied	7,383	
% Renters	69%	Significantly higher than Sate and National average
Population Density	21,635 per sq. mi.	High
Males v. Females	46.6% 53.4%	
Race	80% African-American	Significantly higher than State and National average
25 & Older	81% High School 13% Bachelors 20% Unemployed	Unemployment rate significantly higher than National and State average; Education level significantly below State average
15 or Older	48% Never Married 35% Married	

Source: City Data.com. Data is based on single zip code. Demographics are relatively unchanged when adjusted for surrounding zip codes for the neighborhood.

Citywide Initiatives

Live, Work, Hire, - 20% by 2020

Project Director: Kevin Lyons with Office of the Mayor /Rutgers Business School

Newark 2020, which will connect 2020 of the city's unemployed to full-time living wage jobs by the year 2020; Buy Newark which will support the growth of local businesses and match them to the purchasing needs of other Newark businesses large and small; and, Live Newark which will attract more employees, faculty and students to live in the city and provide existing residents with additional rental and homeownership choices and incentives.

Newark City of Learning Collaborative – 25% by 2025

Executive Director: Reginald Lewis

The Newark City of Learning Collaborative (NCLC) is a citywide post-secondary attainment initiative that seeks to increase the percentage of Newark residents who hold degrees, certificates, and other high-quality credentials to 25% by the year 2025. This initiative works to expand residents' access to opportunities to complete college and other high-quality credentials. NCLC is a network that consists of 60 partners, representative of a cross-section of stakeholders, including higher education institutions, local government, corporations, foundations, and non-profit and community-based organizations. NCLC's ultimate aim is to sustain a human capital strategy that will lead to a more economically vibrant city for Newark residents.

My Brother's Keeper - Newark

Executive Director: William Simpson

My Brother's Keeper Newark (MBKN) is Mayor Baraka's response to President Obama's call for action to address the pressing challenges of men and boys of color. The response builds on Newark's unique environment and brings together leadership and partnerships that promise to magnify and strengthen efforts around six White House-identified goals. MBKN will exponentially ramp how the City invests resources and braids together initiatives to insure that all young men, particularly young men of color, can achieve their full potential, regardless of who they are, where they come from, or the circumstances in which they are born.

Newark Thrives & STEAM Coalition

Executive Director: Traymanesha Moore

The mission is to improve access to and participation in high-quality out of school time opportunities for Newark youth by leveraging resources, convening stakeholders, and empowering young people, families, and educators. Vision: To engage every child in Newark in high-quality experiences outside of school time so that they will grow, develop, and thrive. Newark Thrives! envisions citywide OST access to: safe and healthy learning environments, positive relationships with peers and adults, a wide variety of opportunities to explore and develop twenty-first century skillsets.

Newark City Wide Initiatives – Appendix 5

Citywide Initiatives

Summer Youth Employment Program

Program Manager: Marsha Armstrong

The Summer Youth Employment Program (SYEP) offers work experience, teaches valuable employment skills, financial literacy and provides you with a summer income. SYEP educational activities will enhance your summer experience, allowing you to develop career awareness, understanding of personal money management, and work related social skills.

SYEP: Summer Youth Employment gives students a unique opportunity to explore their interests and discover new ones through various pathways:

✓ Pre-employment Training: Receive help with résumé and cover letter writing, and interviewing skills. Learn essential workplace readiness skills and business etiquette.

✓ Paid Summer Internships: Paid internship opportunities available in a variety of industries to accommodate student interests.

✓ Newark Public Schools (Academic Enrichment): Students in need of summer school or taking part in other district programs will be enrolled in SYEP – no longer forced to decide between financial necessity and credit recovery.

✓ Academic Acceleration: Youth will attend specialized classes at NJIT in coding and architecture and design. SYEP also partners with many year-long youth programs to compensate their participants in the summer.

Newark City Wide Initiatives – Appendix 6

Baraka and Roll Newark's Rebound, The Economist, September 23, 2017

Development Planned for Site of Historic Newark Theater, But Details Remain Scarce, Jared Kofsky, The Digs, August 28, 2017

City of Newark Press Conference, Mayor Baraka Announces Groundbreaking Economic Initiative, June 30, 2017

A 2020 Vision of Newark: Rutgers-Newark joins other anchors making Hire.Buy.Live.Newark commitments, Press

Sustainability, Music and 'Stick-to-Itiveness': The 15-Year Transformation of Newark's Lincoln Park, The Fill, June 28, 2017

Newark's Community Conversation to learn and strategically discuss the development of **Newark's Community Cultural Plan**. June 27, 2017 at Willows at Symphony Hall Community Room, 5-8 pm.

Newark Launches Multifaceted Economic Development Strategy Initiative, Mark J. Bonamo, Business & Finance, June 26, 2017

Placemaking When Black Lives Matter, Progressive City, April 3, 2017

State of the City (of Newark, NJ) Report, Mayor Ras Baraka, March 2017

Lincoln Park Coast Cultural District Revitalizing New Jersey Neighborhood, Kresge supports organization that's integrating arts and culture in Newark community revitalization. February 11, 2014, Arts & Culture

City Data.com

Lincoln Park Coast Culture District website

Economic Impact Analysis, Brick City Development Corporation/ Jones Lang LaSalle, Newark, NJ, April 22, 2014

Lincoln Park Redevelopment Plan, January 14, 2011

Data/Information Sources – Appendix 7