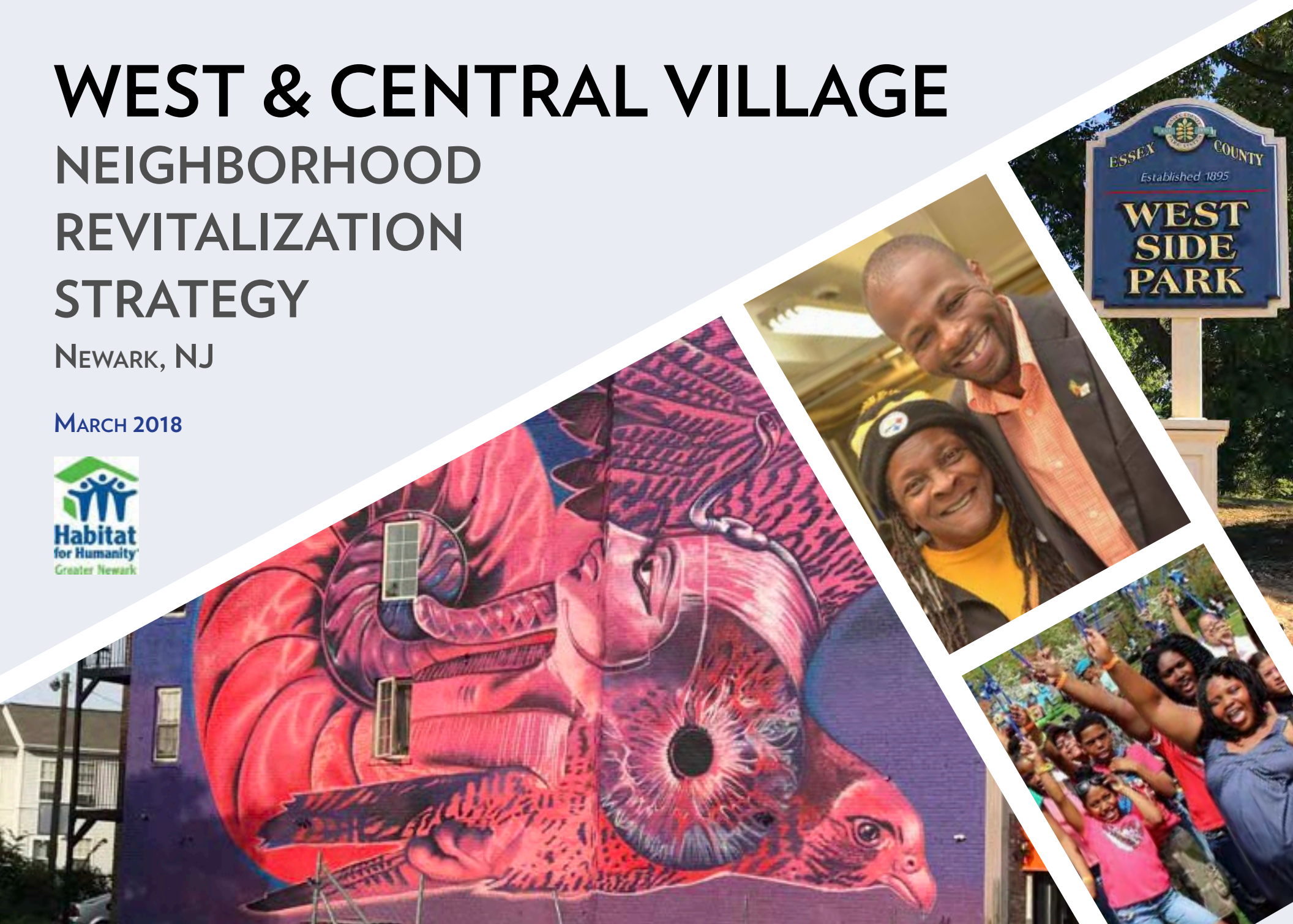


# WEST & CENTRAL VILLAGE NEIGHBORHOOD REVITALIZATION STRATEGY

NEWARK, NJ

MARCH 2018



Prepared By:

URBAN PARTNERS

With Funding Support From:



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# 1 INTRODUCTION

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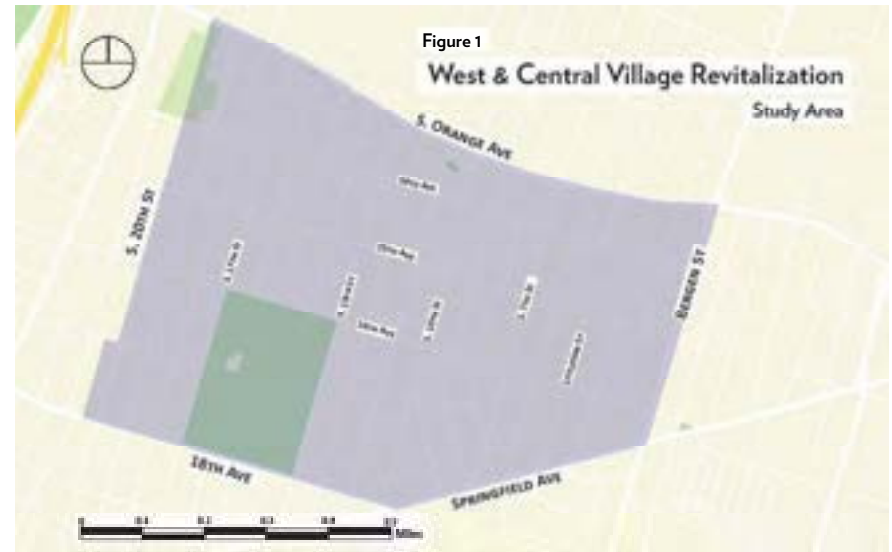
# Introduction

Newark’s West & Central Village is a resilient community that’s home to more than 9,000 residents who aspire to transform their neighborhood into a community of choice. The purpose of this document is to summarize a year-long planning effort spearheaded by Habitat for Humanity of Greater Newark (HFHGN) and joined by dozens of municipal, civic, and community based stakeholders—and most importantly hundreds of neighborhood residents. Specifically, the Study Area is bounded by: Bergen Street to the east; 18th Avenue/Springfield Avenue to the south; S. 20th Street to the west; and S. Orange Avenue to the north (**Figure 1**).

## WHY THE WEST & CENTRAL VILLAGE?

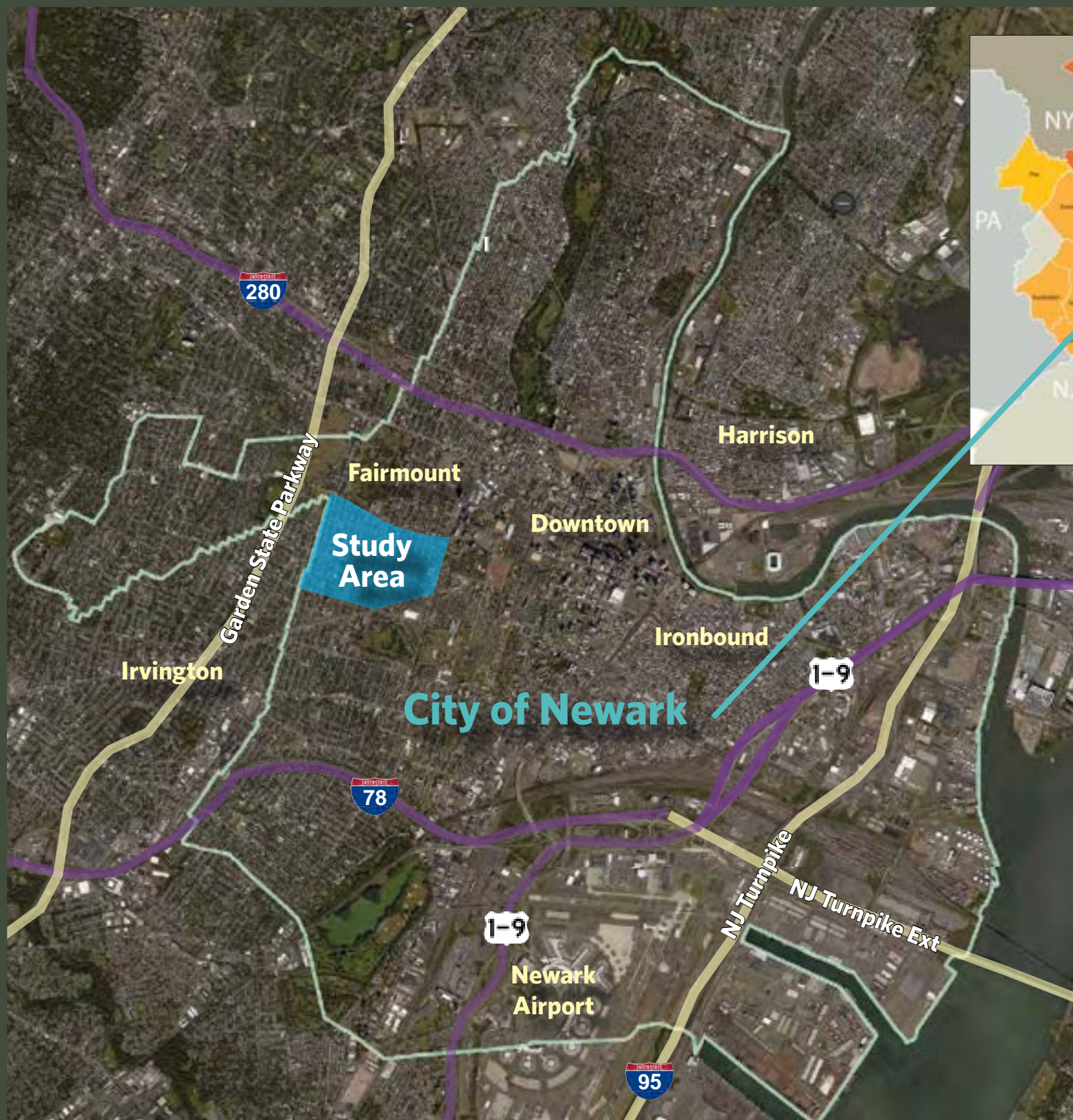
The 2.9-square mile Study Area in the West and Central Wards in Newark, NJ is the founding grounds of HFHGN’s origin for more than 30 years. In the process of building nearly 50 homes in and around the area, HFHGN has cultivated an active and trusting relationship with the residents beyond just constructing houses. Since 2015, Community Condition Panels have been meeting monthly, empowering residents to voice their concerns for the neighborhood and present ideas on community improvements. HFHGN began to address these concerns through pilot initiatives that help improve public safety, such as installing smoke detectors in homes and canvassing to report street lighting that needed to be repaired. In addition, HFHGN partnered with community stakeholders to present child and youth engagement activities such as College Fairs and summer camps, as well as adult career assistance such as resume building workshops.

Even with strong community assets currently in place (**Figure 3** on page 5), HFHGN recognized from listening to the residents that



challenges are significant and complex for any one organization to tackle alone (see **Figure 4** on page 6). Seeking the opportunity to build a cross-sector coalition to address the multiple dimensions of community building, HFHGN partnered with numerous organizations sharing this common interest. In the fall of 2016, HFHGN submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The grant was awarded in the spring 2017 and the planning process kicked off soon thereafter.

Dubbed the West & Central Village Neighborhood Revitalization Strategy, this document includes a 10-year vision for the future of the neighborhood and implementation goals for the first five years. With these activities and relationships in place, the community’s vision of an improved and transformed vibrant neighborhood will be achievable.



**Figure 2**

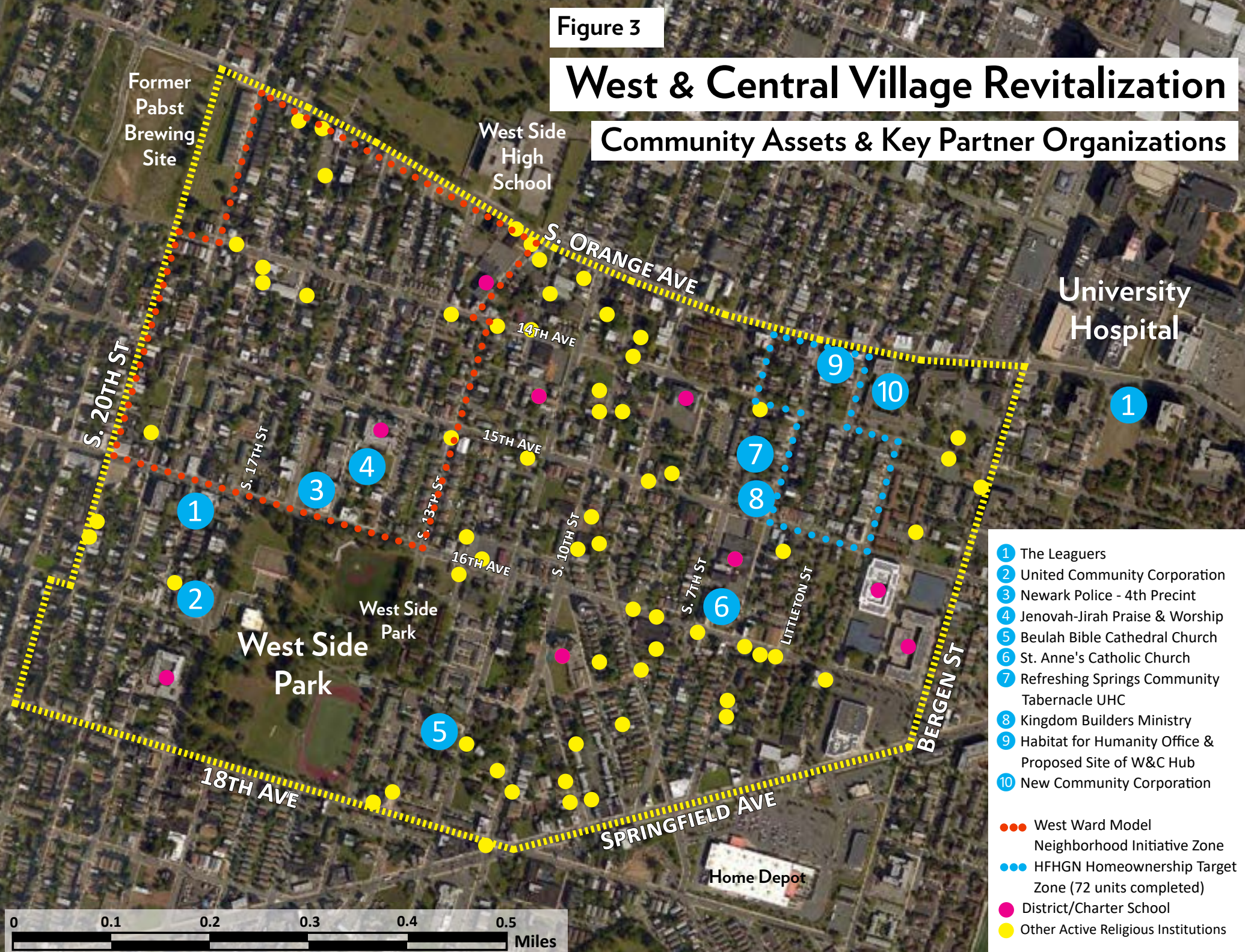
**Above:** City of Newark is located in the southeastern section of Essex County, NJ

**Left:** The West & Central Village Study Area is located just east of the Newark-Irvington border and the Garden State Parkway.

Figure 3

# West & Central Village Revitalization

## Community Assets & Key Partner Organizations



- 1 The Leaguers
- 2 United Community Corporation
- 3 Newark Police - 4th Precinct
- 4 Jenovah-Jirah Praise & Worship
- 5 Beulah Bible Cathedral Church
- 6 St. Anne's Catholic Church
- 7 Refreshing Springs Community Tabernacle UHC
- 8 Kingdom Builders Ministry
- 9 Habitat for Humanity Office & Proposed Site of W&C Hub
- 10 New Community Corporation

- West Ward Model Neighborhood Initiative Zone
- HFHGN Homeownership Target Zone (72 units completed)
- District/Charter School
- Other Active Religious Institutions

Figure 4: Issues and Challenges in the Study Area



Partially completed construction that remain unoccupied

Long-term vacant commercial retail storefront



Sub-optimal use of prime commercial location

Overgrown vegetation on vacant lots





## PROJECT SPONSOR

Driven by the vision that everyone needs a decent place to live, Habitat for Humanity International began in 1976 as a grassroots effort on a community farm in southern Georgia. The Christian housing organization has since grown to become a leading global nonprofit working in nearly 1,400 communities throughout the U.S. and in nearly 70 countries. Families and individuals in need of a hand up partner with Habitat for Humanity to build or improve a place they can call home. Habitat homeowners help build their own homes alongside volunteers and pay an affordable mortgage. Through financial support, volunteering or adding a voice to support affordable housing, everyone can help families achieve the strength, stability and self-reliance they need to build better lives for themselves.



Figure 5: Volunteers from Wells Fargo Bank

## Habitat for Humanity of Greater Newark

Serving Essex, Hudson & Union Counties, Habitat for Humanity of Greater Newark (HFHGN, henceforth) was established in 1986 as an ecumenical faith-based ministry dedicated to building simple, decent homes for low and moderate-income families in Newark and Essex County, NJ. HFHGN builds homes with volunteers and hardworking Partner Families who supply at least 200 hours of sweat equity. Then, Partner Families are provided a house with a low to zero interest mortgage.

To date, nearly 100 families have benefited from HFHGN homes, built with generous donations from individuals, families, corporations, foundations, and faith-based organizations and with support from thousands of volunteers and other local non-profit organizations who have partnered with HFHGN over the 30+ years.



### VISION & MISSION STATEMENT

- Vision Statement: "Neighborhoods are revitalized into vibrant, safe and inviting places to live for current and future residents."
- Mission Statement: "To serve more families by responding to community aspirations with an expanded array of products, services, and partnerships, empowering residents to revive their neighborhoods and enhance their quality of life."



Figure 6: Child receiving supplies at Back to School School Supply Giveaway

### **One House Only Goes So Far...**

HFHGN's decades of work illustrate that individuals and families thrive when they have a safe and stable home in a safe and stable community. Participating in community development efforts allows HFHGN to fully embrace its stated mission – it's not just homes HFHGN is building, HFHGN is also committed to building lasting communities.

Habitat for Humanity International's Neighborhood Revitalization efforts launched in 2010 as a response to the Great Recession. Low-income families experienced heavy job losses, leading to increased housing insecurity and seriously deferred home maintenance. Growing numbers of foreclosed and abandoned properties resulted in blighted and demoralized neighborhoods.

Local Habitat offices across the country embraced building communities with new intention and focus. Integrating housing with other community development measures helps Habitat for Humanity International continually work toward a world where everyone has a decent place to live. The Critical Repairs Program is another component of Neighborhood Revitalization that is designed to extend Habitat's construction expertise to non-habitat homeowners, helping to serve more families with a variety of services such as, critical repairs, weatherization, and home preservation.

The central vision for the Neighborhood Revitalization effort is strong and empowered residents taking a central leadership role and having the preeminent voice in transforming their community. By ceding the leadership role to residents, while supporting, serving and seeking ways to build capacity, Habitat ensures the work will be sustainable over time without making the neighborhood dependent on just one nonprofit organization.



**Figure 7: Eucaris Barros—Steering Committee member and a Habitat Partner Family (second from left)—and her three Harvard educated daughters.**



**Figure 8: Check award ceremony for Wells Fargo Regional Foundation's Planning Grant**

## PRIOR ACCOMPLISHMENTS IN NEIGHBORHOOD BUILDING

- Focus Area mapping: abandoned homes, vacant lots, dumping grounds ID'd.
- Organized residents to help urge City Council to address speeding cars in school zones. Resulted in the installation of yellow "School Zone – Slow Down" signs and repainting of crosswalks. Also organized a petition to obtain two speed humps installed along the school zone where signs were installed.
- Mobilized volunteers for street canvassing campaign to identify street lights in need of repair. Resulted in the repair of 19 streetlights in the Focus Area.
- Organized and donated supplies for Community Block Clean-up Day in 2016 where 35 residents volunteered to help clean their neighborhood streets
- Held Nine Community Condition Panel Meetings with average attendance of 20 residents. Guest speakers from Office of the Mayor, Newark Police, PSE&G; other organizations. Discussion topics included: public safety, adequate street lighting, youth programs; and job training.

## PRIOR ACCOMPLISHMENTS IN EDUCATION

- Through community meetings HFHGN has identified the need for after-school and youth programs.
- Secure partnerships with Newark Public Schools and local schools to address the need for youth programs.
- Organized Summer Youth Program in collaboration with Humanity Baptist Church (July 8th – Aug 8th). Served 12 underprivileged children with recreational activity, enrichment and cultural activities. Provided free breakfast & lunch and 17 field trips.
- Held 1st Annual Spring College Fair on April 4th, 2016 in collaboration with People's Prep Charter School. Approximately 120 students and residents attended. Ten colleges and nine community organizations were present.
- In collaboration with Newark Public Schools, organized a Fall College Fair on Dec. 2nd, 2016 with attendance of 60 parents.



Figure 9: Residents participating in the second Public Meeting



Figure 10: Newark's 1st College Fair at People's Prep HS

## PRIOR ACCOMPLISHMENTS IN SOCIAL SERVICES

- Organized and held Resume Building Workshop on June 30th, 2016 in collaboration with Newark Community Solutions.
- Collaborated with Kingdom Builders Ministry and donated school supplies during a Back to School Event on Sept. 10th, 2016. Served 75 students and 32 families.
- On Aug. 2nd, 2016 National Night Out, in collaboration with Newark Community Solutions, HFHGN held a Back to School / Kid's Fun Night, where children participated in arts/crafts, received school supplies and took home snacks.
- Partnered with the American Red Cross on the Home Fire Safety Campaign to install free smoke alarms for those who cannot afford to purchase smoke alarms or for those who are physically unable to install a smoke alarm. Installed 155 alarms in 48 homes in 2016.

## PRIOR ACCOMPLISHMENTS IN AFFORDABLE HOUSING

- Beyond HFHGN's homeownership model, the following programs cover a diverse demographic of families:
  - Aging in Place: repair services provided to seniors to stay in their homes.
  - Healthy Homes: repair services offered to create a healthy environment for patients who suffer from chronic illness brought about by substandard living conditions.
  - Comfort Homes - joint repair program with PSE&G and Habitat to provide critical repairs and weatherization services to create healthy, energy efficient and safe homes
  - Veterans Critical Repairs: repair services provided to our veterans where they will have a decent home.
  - A Brush with Kindness: services include painting, landscaping, and minor exterior home repairs



Figure 11: Back to School Supply Giveaway



Figure 12: Exterior improvements at King Builders Ministry

### **Steering Committee & Planning Team**

A steering committee—which includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—was formed to guide the planning process and plan development. Altogether, the steering committee met five (5) times from April 2017 to January 2018 to guide the planning process and to shape the final strategy document.

The members of the Steering Committee are:

- Eucaris Barros, Habitat Homeowner (Study Area resident)
- Pedro and Carmen Benitez (Study Area resident)
- Tracy Boyland, Property Owner (Study Area resident)
- Lyndon Brown, District Leader of the West Ward (Study Area resident)
- Rodney Brutton, Director of Workforce Development, New Community Corporation
- Qamar Carr, Director, Patient Registration and Financial counseling, University Hospital
- Larry Crawford, Coordinator at St. Ann’s Church
- Dan Denose, Senior Manager, Family and Community Engagement, Newark Public Schools
- Katherine DeVeaux (Study Area resident)
- Dan Ellis, Operations Manager at St. Ann’s Church
- Pablo Galesi, Student Conservation Association
- Kym Gilchrist, City of Newark, Department of Health and Community Wellness
- Kevin Hill, Chief Operating Officer, The Leaguers
- Pastor Veronice Horne, Community Leader, Pastor Kingdom Builders Ministry (Study Area resident)
- Detective Kevin Johnson, Community Affairs Division, Newark Police Department, 4st Precinct
- Mark Kitzie, PsyD, Executive Director, Clinic for Youth &

Family Solutions

- Craig Manior, Executive Director, United Community Corporation
- Mary Modlin, LISC Leadership Program (Study Area resident)
- Sara Pena, Senior Community Outreach Coordinator, University Hospital
- Julia Robbins, Community Outreach Specialist, YMCA
- Uprenda Sapkota, Acting Director, Office of Planning, Zoning and Sustainability, Department of Economic Development, City of Newark
- Kyle Screen, Chief of Staff - Central Ward Councilwoman Gayle Chaneyfield Jenkins

The members of the Planning Team from HFHGN are:

- Brian Champeau, Director of Fund Development & Program Strategy
- Jeffrey J. Farrell, Chief Executive Officer
- Hema Gandhi, Chief Financial Officer
- Krystle Rodriguez, Family Services Coordinator
- Diana Youssef, Neighborhood Revitalization Coordinator

For the purpose of assisting the Planning Team, HFHGN has retained the consultant group consisting of Urban Partners (lead consultant) and Mark Keener, AIA. Technical support for data and mapping services were provided by Policy Map of The Reinvestment Fund.

## PLANNING PROCESS

At the heart of West & Central Village's planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident and stakeholder feedback. The public outreach strategy included the use of public meetings and visioning workshops; focus group meetings; stakeholder interviews; a website (Newarkwestcentralvillage.org); and a social media campaign using Facebook.

### **Public Meetings**

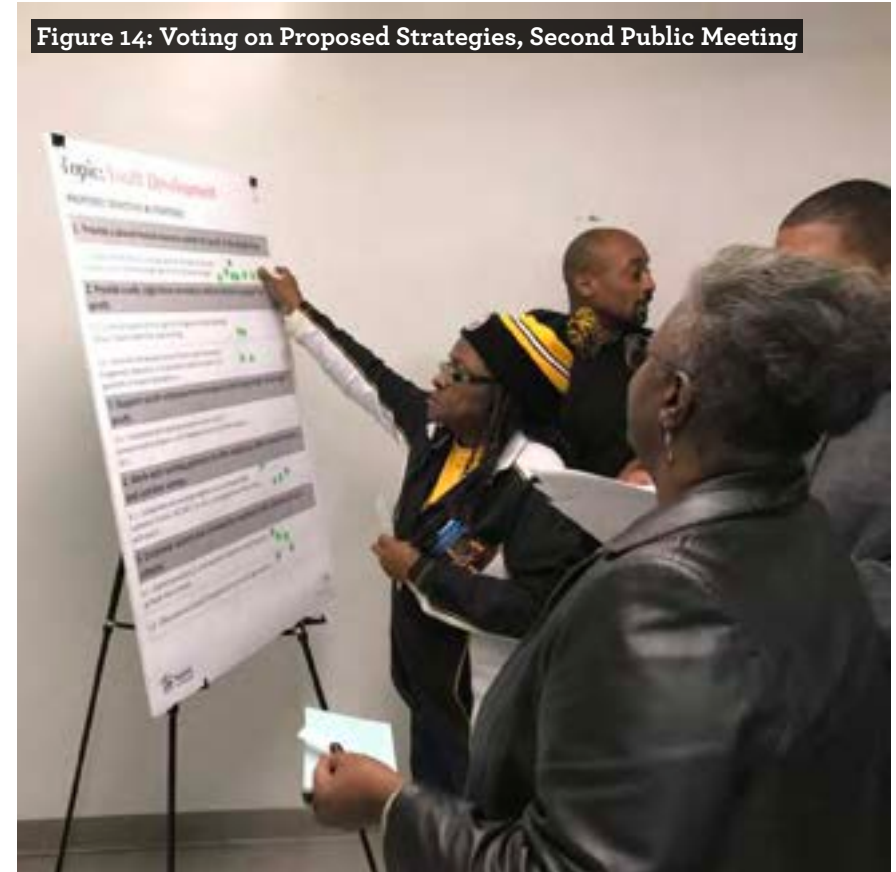
On September 12, 2017, the planning team facilitated a public meeting that was held at the Beulah Bible Cathedral Church at the 580 S. 12th Street. After a brief presentation describing the planning process and the anticipated goals of the project, meeting participants rotated through four discussion stations covering



**Figure 13: Breakout Discussion at the First Public Meeting**

the following four topics: Housing, Jobs/Economic Development, Youth/Education/Public Health, Community Safety. The meeting agenda and a summary of the comments from the discussion are shown in **Appendix B**.

At the second public meeting, which was held on November 9, 2017 at St. Ann's Church located 103 16th Avenue, a set of proposed action items were presented to the public based on input received to date. Participants were asked to vote on which ideas they thought were the highest priorities and which others were missing from the list (see **Appendix C** for resident comments and input from the community meetings).

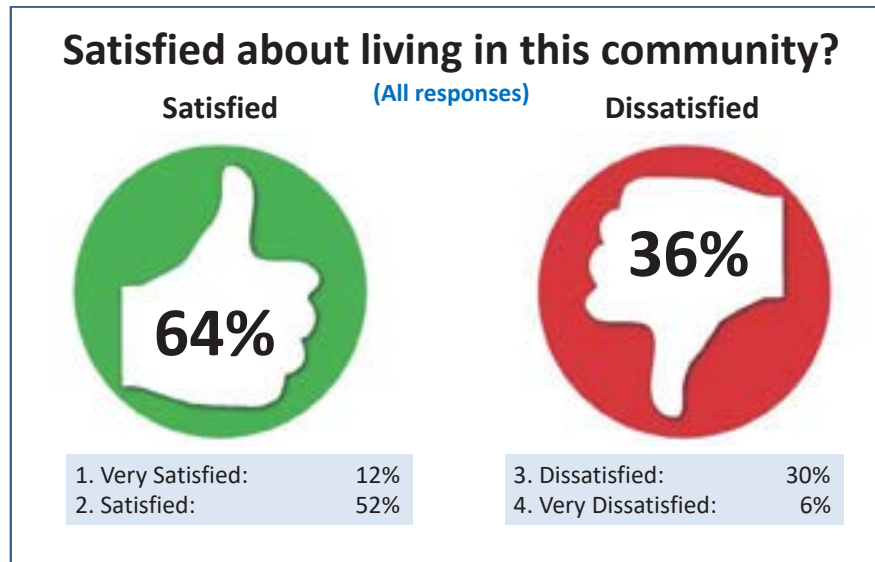


**Figure 14: Voting on Proposed Strategies, Second Public Meeting**

## Resident Survey

Working with NeighborWorks America—a community development organization that has been collaborating with the Wells Fargo Regional Foundation on community planning initiatives—Habitat for Humanity staff members coordinated a team of surveyors to complete 343 resident surveys. In all, the survey team knocked on the doors of approximately 1,200 homes in the Study Area soliciting input.

Figure 15: Response to Survey Question About Residents' Satisfaction



Overall, a majority of Study Area residents expressed satisfaction about living in this community (64% of the responses were “very satisfied, or satisfied” about living in the Study Area). Analyzed by the survey respondents’ tenure status, homeowners are somewhat more satisfied (69% “very satisfied, or satisfied”) than renters (63% “very satisfied, or satisfied”). The survey also revealed that what residents liked the most about living in the Study Area were the friendliness of their neighbors and housing affordability (for detailed report of the Resident Survey responses, see **Appendix C**).

Figure 16: Key Survey Response

Q: What can people in this neighborhood do to make it a better place to live?

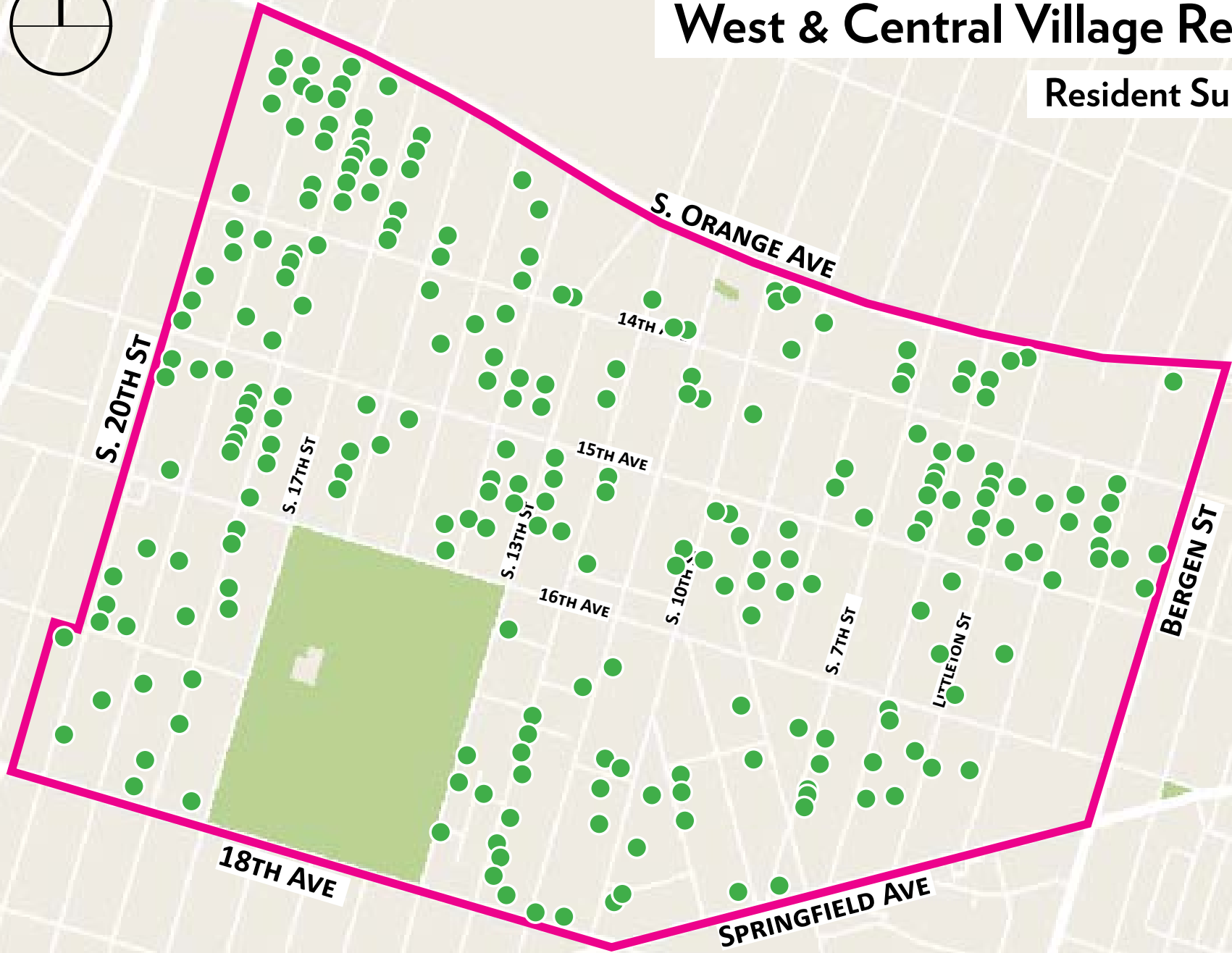
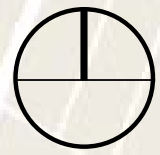





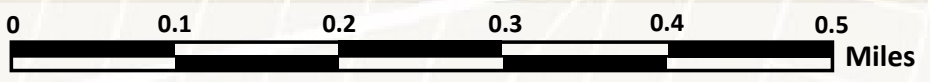
Figure 17

# West & Central Village Revitalization

## Resident Survey Responses

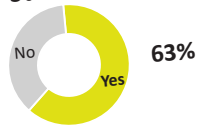


 Surveys Completed

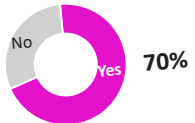


# Satisfied about living in this community? (By Sub Areas)

• Sub Area 1:



• Sub Area 2:



• Sub Area 3:

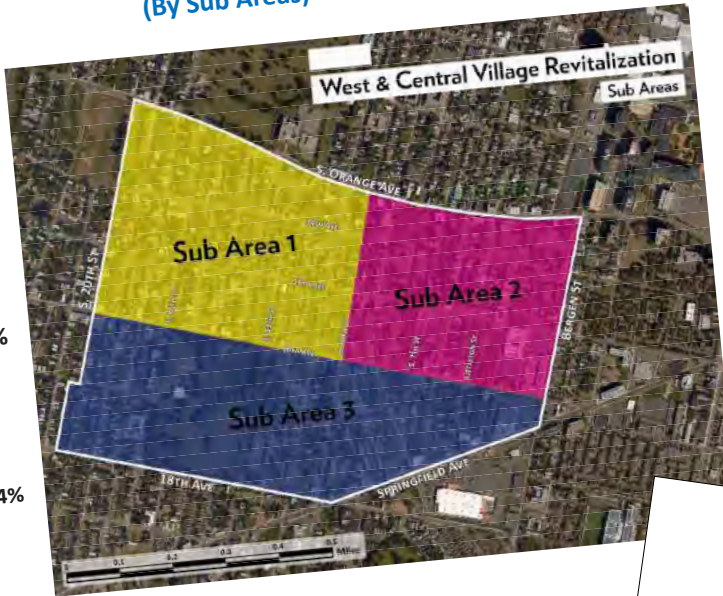
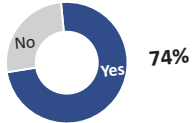


Figure 19

**Right:**

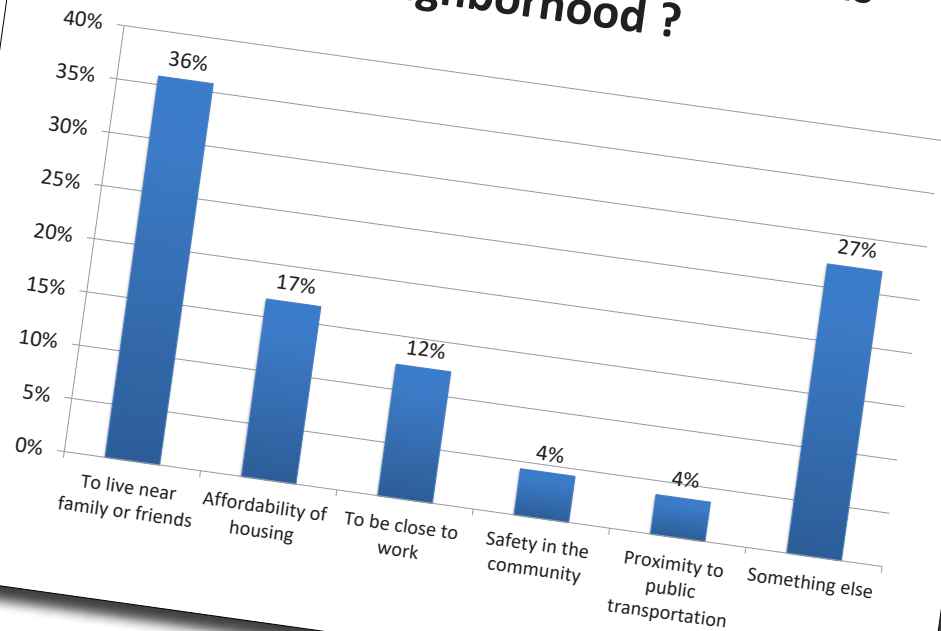
When asked, “What is the major reason why you live in this neighborhood” 36% of respondents *To Live Near Family or Friends*, followed by *Affordability of Housing* (17%).

Figure 18

**Left:**

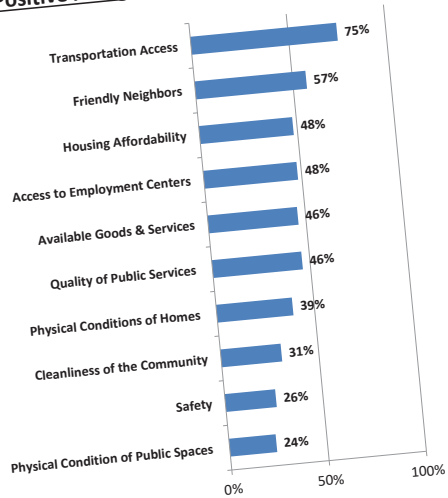
When analyzed by Sub Areas, respondents in Sub Area 3 were the most satisfied about living in the community (74%), followed by Sub Area 2 residents (70%) and Sub Area 1 residents (63%).

# Major reason why you live in this neighborhood ?

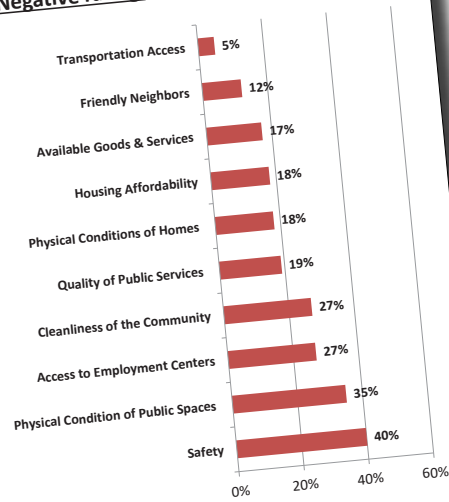


## Rate different aspects of community:

Positive rating by community aspect



Negative rating by community aspect

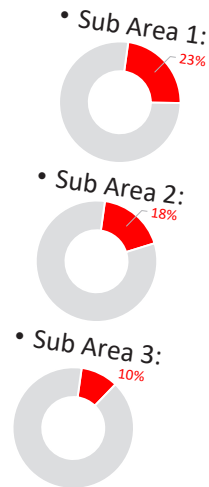


**Figure 20**

**Left:**

When asked to rate different aspects that impact quality of life in the community, transportation access was rated the highest (75% positive marks) while safety was the lowest (40% negative marks).

## Rated Safety as "very poor" (By Sub Areas)



**Figure 21**

**Right:**

When analyzed by Sub Areas, 23% of the respondents in Sub Area 1 expressed concern about Safety, followed by Sub Area 2 residents (18%) and Sub Area 3 residents (10%).



## Physical Conditions Survey

As part of the Property Conditions Survey required by all neighborhood planning efforts supported by the Wells Fargo Regional Foundation, HFHGN staff conducted an inventory of the physical conditions of all 2,841 properties within the Study Area, 81.7% of which are residential properties.

The criteria below were used to assess the exterior condition of each building and property. The physical conditions ratings, from 1 to 3, were determined solely through visual observation from the

street or sidewalk and do not account for interior conditions (see **Figure 22**).

A majority of the properties (57.5%) fall in the “Excellent” category, while 34.5% are categorized as “Good.” Eight percent (8.0%) of the properties in the Study Area are observed to be “Poor,” and as shown in **Figure 23** on the following page, the six-block section bounded by S. 12th Street, S. 17th Street, 14th Avenue, and 16th Avenue is an area of concern from the exterior conditions perspective.

**Figure 22: Examples of Exterior Building Condition Categories for the Property Survey**



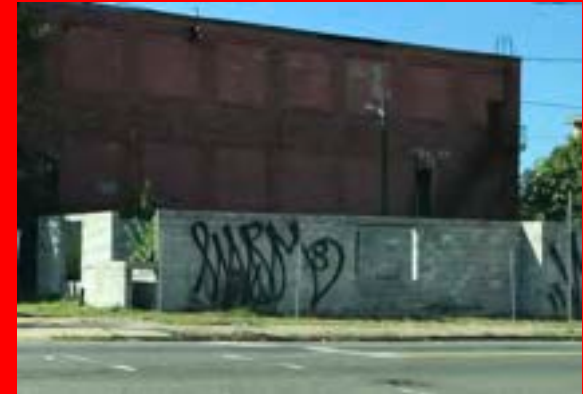
### 1 Excellent

Buildings and properties appear exceptionally well maintained and manicured. Includes new construction.



### 2 Good

Buildings and properties appear to be reasonably maintained. Walls, windows, doors and roof visible from the street generally appear to be in good condition with some indications of wear. Properties are generally clean and maintained at a basic level.



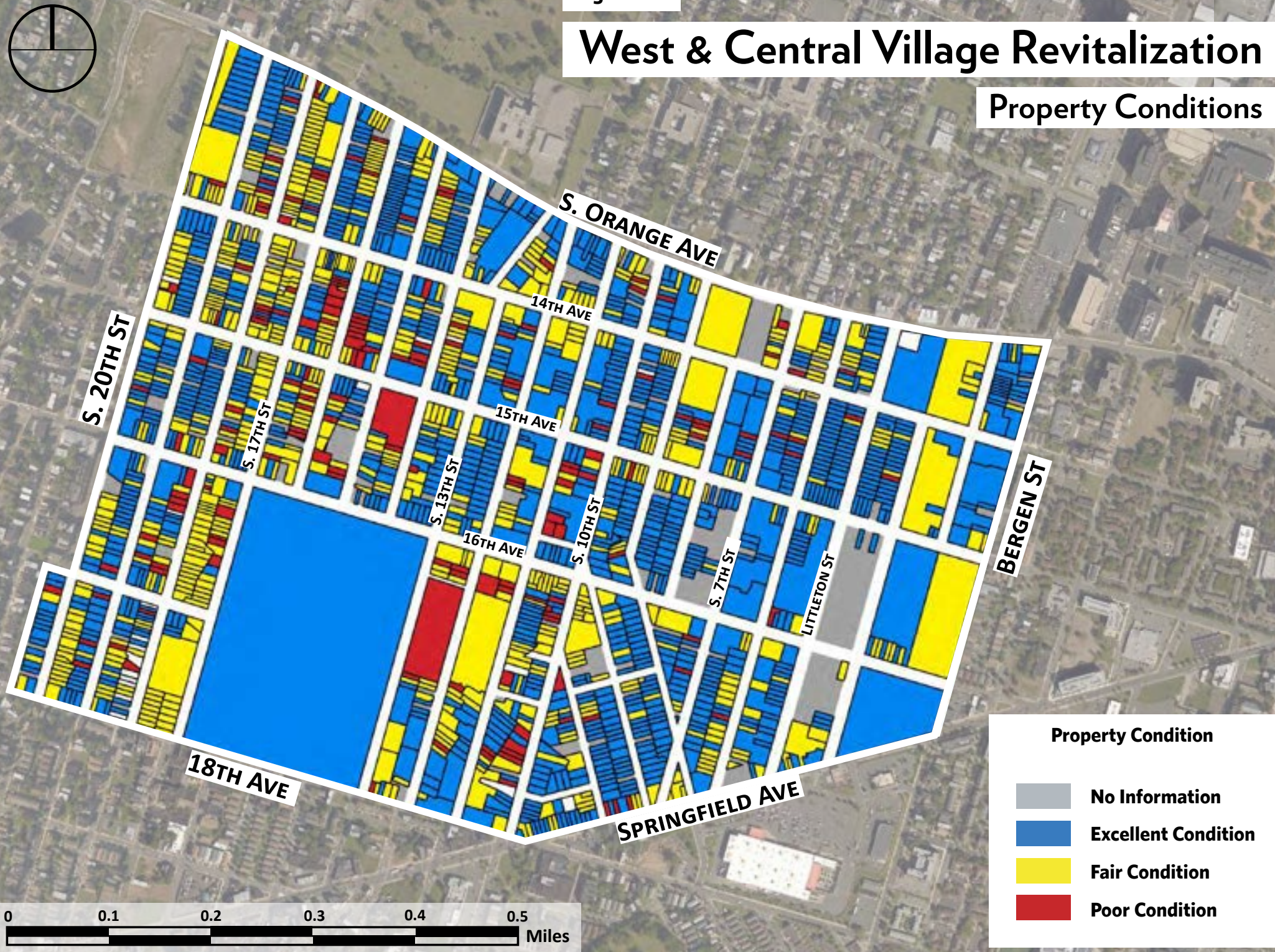
### 3 Poor

Buildings exhibit visual evidence of deterioration and possible structural damage. Properties may appear unmaintained and/or unkempt.



Figure 23

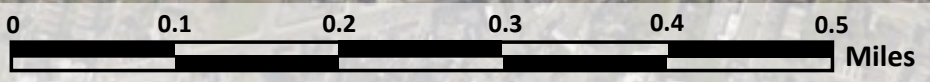
# West & Central Village Revitalization

## Property Conditions



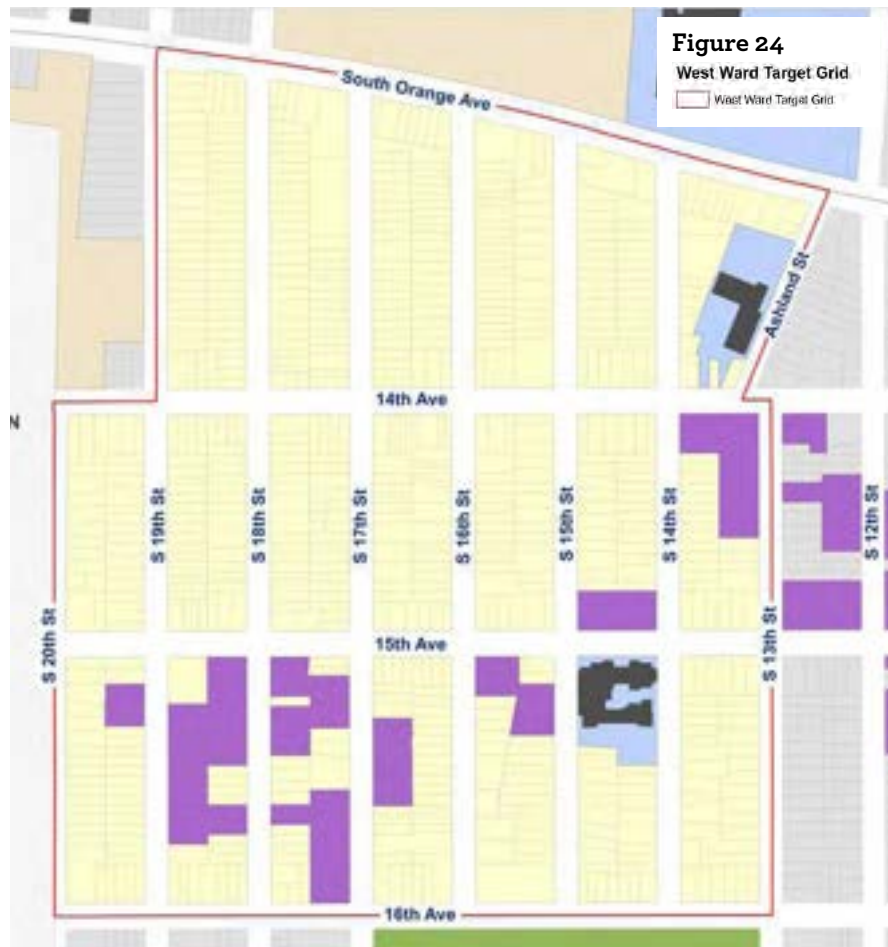
### Property Condition

-  No Information
-  Excellent Condition
-  Fair Condition
-  Poor Condition



## OTHER PLANNING AND REVITALIZATION EFFORTS

• **West Ward Model Neighborhood Initiative** - Introduced by Mayor Ras Baraka in 2013, Newark's Model Neighborhood Initiative (MNI) program aims to coordinate the efforts and resources of Newark's governmental agencies, non-profit organizations, residents, and other stakeholders in order to revitalize two of Newark's most distressed neighborhoods. A portion of the West & Central Village Study Area is one of two neighborhoods targeted for the MNI program (see **Figure 24**).



The major activities planned for the plan area include:

- Acquisition, clearance and assembly of suitable parcels for the construction of residential, commercial and civic uses.
- Rehabilitation of selected residential and commercial properties.
- Utility and infrastructure upgrades necessary to support the Redevelopment Plan.

• **West Ward Special Improvement District (SID)** - For the purpose of revitalizing the commercial corridors located in Newark's West Ward, the City of Newark established in 2016 the Special Improvement District (SID). Partnership West, Inc., a non-profit organization created to manage the activities of the SID, will leverage the funds from the special assessment (about 7% of assessed property value of commercial properties and multi-unit dwelling). The SID is expected to be operational in 2018.

• **Fairmount Neighborhood Strategic Plan** - The Urban League of Essex County leveraged funding from the Wells Fargo Regional Foundation and the New Jersey Office of Smart Growth to embark on a neighborhood strategic plan. The Study Area for this project was located immediately north of the West & Central Village area—from Bergen Street to Grove Street, and from S. Orange Avenue to Central Area. Completed in 2011, this plan focused on the following five elements: 1) Improve Public Safety; 2) Build Stronger Neighborhood, Community & Families; 3) Promote Economic Development & Employment Opportunities; 4) Improve Education and Job Training; and 5) Improve Quality of Life.

• **Pabst Blue Ribbon Property** - The Newark Community Economic Development Corporation is in the process of evaluating a number of proposals for the 4-acre site just west of the Study Area on S. Orange Avenue.

• **West Side Park Repairs** - starting from 2003, the Essex County Department of Parks, Recreation and Cultural Affairs made a series of capital improvements at the park. The projects included:

- New surfaces on the football field and track.
- Updating the basketball and tennis courts with new surfaces and equipment.
- New benches, trash receptacles.
- Landscaping, including 40 new trees inside the park and along the park's perimeter.
- New parking lot.
- Synthetic grass baseball field and new locker room.
- New spray park with climbing apparatus and a synthetic safety surface.
- New flooring, windows, doors, HVAC system and lighting in the Community Center.
- Playground modernization with new equipment and a rubberized safety surface, and parking lot expansion.

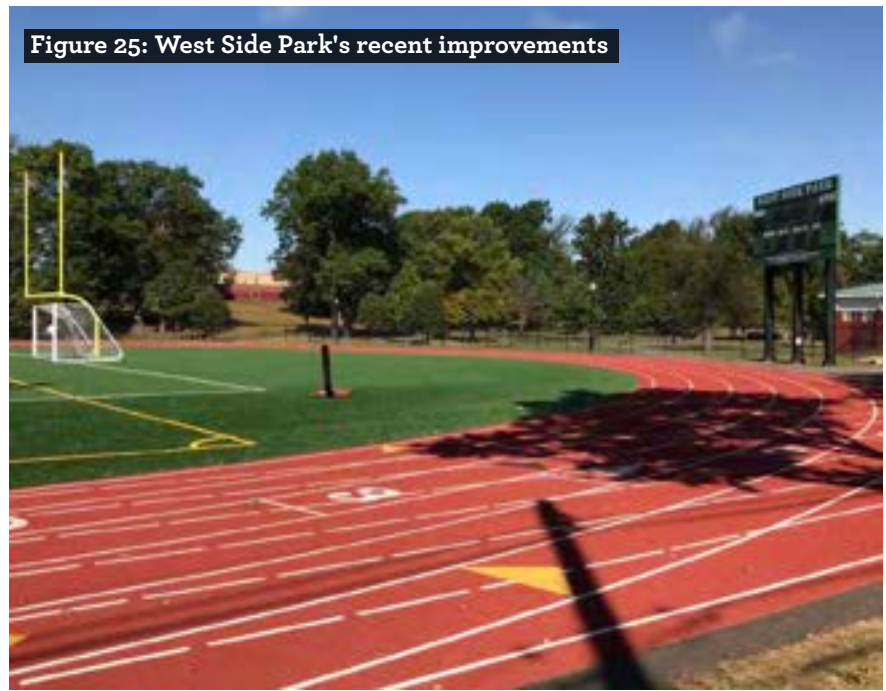


Figure 25: West Side Park's recent improvements



## KEY ISSUES TASK FORCES

After assembling and analyzing notes from resident conversations, focus groups, stakeholder interviews, Resident Survey results, and public meeting discussions, six (6) key themes emerged as high priority issues for West & Central Village. Task forces were created for each theme and community members and stakeholders met in October 2017 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report.

The West & Central Village Neighborhood Revitalization Action Strategies are organized in six (6) major categories with these vision statements:

- Neighborhood Building: Create a sense of community pride and inter-connectedness among residents whereby they build unity on advocating for their needs, priorities and resources.
- Community Safety: Enhance safety for all residents by creating alliance between residents, police department and community stakeholders.
- Jobs/Economic Opportunity: Empower residents by helping them access resources necessary for acquiring and retaining employment.
- Housing: Provide more affordable housing options, perform repairs and work with city officials to address vacant and blighted properties.
- Youth/Education: Empower youth to achieve their potential by promoting educational and vocational resources in the neighborhood.
- Community Health: Create mental and physical health awareness, promote preventive care and address behavioral issues in school aged children.

Following a discussion of existing community conditions in the next section, each of the four strategy groupings will be discussed in greater detail in the ensuing narrative sections, as well as the Implementation Matrices in **Appendix A**



Figure 26: Pable Galesi, Steering Committee member representing Student Conservation Association, facilitating discussion at the Second Public Meeting



# 2 EXISTING CONDITIONS

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# Existing Conditions

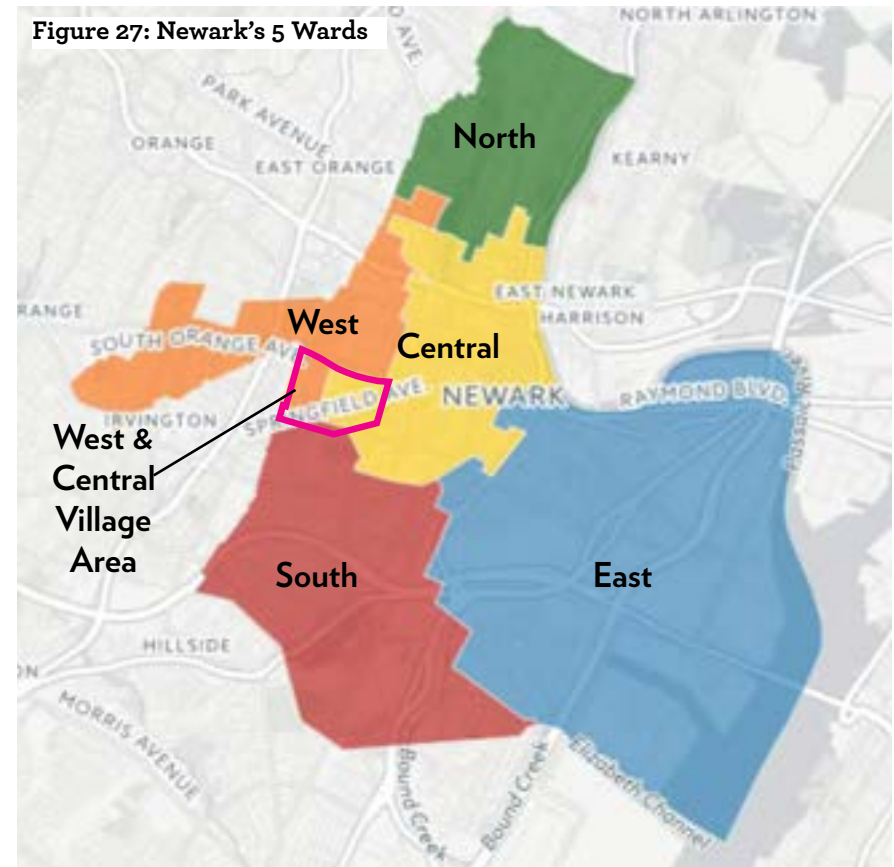
## BRIEF HISTORY OF NEWARK, STUDY AREA

Newark was first colonized by Puritans looking to set up a religious government in 1666. The city started to grow during the Industrial Revolution where factories and breweries fueled economic growth. In the 1950's, as suburbanization took full flight across the country, Newark's White population declined rapidly while the African-American population grew. African Americans would soon become the majority of Newark's population but were socio-economically and politically marginalized. The racial tension that was built up during this time culminated in the Newark Riots of 1967, resulting in over 1,000 wounded, 26 dead and millions of dollars in property damage. The Newark Riots have had a lasting effect on the city, with many residents attributing on-going blight as lingering issues of the Riots that have never been resolved.

Newark is comprised of five Wards: East, West, South, North, and Central (**Figure 26**). Each ward is broken up into neighborhoods or communities. The West Ward is comprised of Fairmont, Ivy Hill, Vailsburg, and West Side, while the Central Ward is made up of the Coast/Lincoln Park, Downtown Newark, University Heights, Springfield/Belmont, and Government Center. The West Ward once made up of Irish, polish and Ukrainian ancestry, now is predominantly comprised of Latinos, African Americans, and Caribbean-Americans. The West Ward has been recently dealing with influx of crime—especially violent crimes. Portions of the Central Ward, particularly Downtown Newark and neighborhoods immediately adjacent, have been “revamped” by the City and private investments and development trajectory is reportedly heading westward.

## West Ward

The West Side is a neighborhood located within the West Ward, bounded on the east by Bergen Street, on the south by Rose Terrace and Avon Avenue, on the west by the City of Irvington and on the north by South Orange Avenue. The main roads running through the neighborhood are Bergen Street, South Orange Avenue and Springfield Avenue. The mostly residential neighborhood is home to Woodland Cemetery and West Side Park (**Figure 27**). West Side



High School and Chad Science Academy (closed down in 2005) (7-12) are also in this neighborhood.

The area between 14th Street, 17th Avenue, 12th Avenue, and Avon Avenue, once called Wolf's Harbor, is now the area around West Side Park. Wolf's Harbor was once a large marsh that was home to several wolves. The area was renamed Magnolia Swamp after the tree when the wolves disappeared from the swamp. The swamp was filled in over time and eventually 14th Street cut through the middle of it after land was repeatedly filled in by Edward Keogh (an area that later was called Keogh's Hole). West Side Park, a county run park, was originally situated on a hill full of linden trees overlooking a lake, but the lake was later filled in to accommodate fields. Today the western portion of the park remains elevated, remnant of a feature that once used for skiing. There were once performances at the park, including Dionne Warwick and Whitney Houston.



Figure 28: New Park Sign on 18th Avenue

### **Central Ward**

Springfield/Belmont is a neighborhood in the Central Ward, bounded by S. Orange Avenue on the north, Avon Avenue on the south, Martin Luther King Boulevards and University Avenue on the east, and Bergen Street on the west. At one point, this was the “shtetl” (or a small village) of Eastern European Jews. The Jews of Newark were distinct from the Jews of New York City in that most worked as peddlers, grocers, tailors, mechanics, technicians, artisans, jewelers, and repairmen, as opposed to factory workers. Gradually, the Jews of Newark grew in affluence, and many moved south to Weequahic and Hillside, though working-class Jews were to be found in the neighborhood as late as the 1950s. From the 1940's on, many African Americans from Virginia and the Carolinas, attracted by the World War II boom of local corporations and the promise of job security, moved to Newark only to be met with further socio-economic and political marginalization. By the 1967 Newark Riots, the neighborhood hosted a high concentration of housing projects on the section east of Bergen Street.

Springfield/Belmont's projects were demolished in the 1990s and replaced by small scale public and private housing. Springfield/Belmont is predominantly African American and Latino, and one of Newark's neighborhoods most drastically affected by urban disinvestment.

Springfield/Belmont contains many historic buildings along Martin Luther King Boulevard, formerly known as High Street. Traveling on this street from north to south, a visitor would see the Art-Deco extravagance of Arts High School, classically inspired St. Agnes Greek church, the magnificent Victorian architecture of the Krueger-Scott Mansion, the Beaux-Arts Feigenspan Mansion, a Neo-Classical former synagogue, and finally the Moorish Revival Prince Street Synagogue. Built for a German brewer, the Krueger-Scott mansion was the most expensive home ever built in Newark. Plans are afoot to turn it into the Historical African American Cultural Center.

Figure 29: Former Congregation Ahavath Zion Building on 16th Avenue



## **Recent Renaissance of Newark**

Emerging from a prolonged period of steadily population decline, increased crime, and disinvestment, Newark is embarking on a period of renewed interest and new economic development. Coined the Newark “Renaissance,” the city is becoming a thriving center of cultural and economic life that started with the development of the New Jersey Performing Arts Center (NJPAC) in Downtown Newark (**Figure 30**). With NJPAC as the anchor institution that attracts a large number of outside visitors, new businesses and developments have moved back into the heart of the city. In 2016, Wholefoods Supermarket opened its doors in Downtown Newark as part of a mixed-use development by the Bozzuto Group.

Neighborhoods adjacent to Downtown have also benefited from the recent reinvestment. The real estate market for the Ironbound neighborhood (**Figure 31**) is predicted to continue to increase in values, and high-priced housing has moved as far west as University Heights—as evidenced by the 24 Jones development at the corner of S. Orange Avenue and Jones Street, which is less than a half-mile from the Study Area (**Figure 32**).

The residents feel that the time has come to put forth a community-based vision for the West & Central Village so that economic revitalization can proceed in a balanced and thoughtful manner, benefiting all residents equitably.

**Figure 30: New Jersey Performing Arts Center in Downtown**



**Figure 31: Ironbound Neighborhood**



**Figure 32: 24 Jones Development**



## DEMOGRAPHICS

According to the 2015 American Community Survey (ACS) from the U.S. Census Bureau, the total population of West & Central Village (or the “Study Area” used interchangeably in this report) is 9,463, which is 3.9% larger than what was indicated in the 2000 Decennial Census<sup>2</sup>. During the same time period, the population for the City of Newark and Essex County increased by 2.3% and 2.6%, respectively (see **Table 1**).

**Table 1: Population Trends, 2000-2015**

	Population 2000	Population 2015	Population Change (%)
Study Area	9,105	9,463	3.9%
City of Newark	273,546	279,793	2.3%
Essex County	793,633	791,609	2.6%

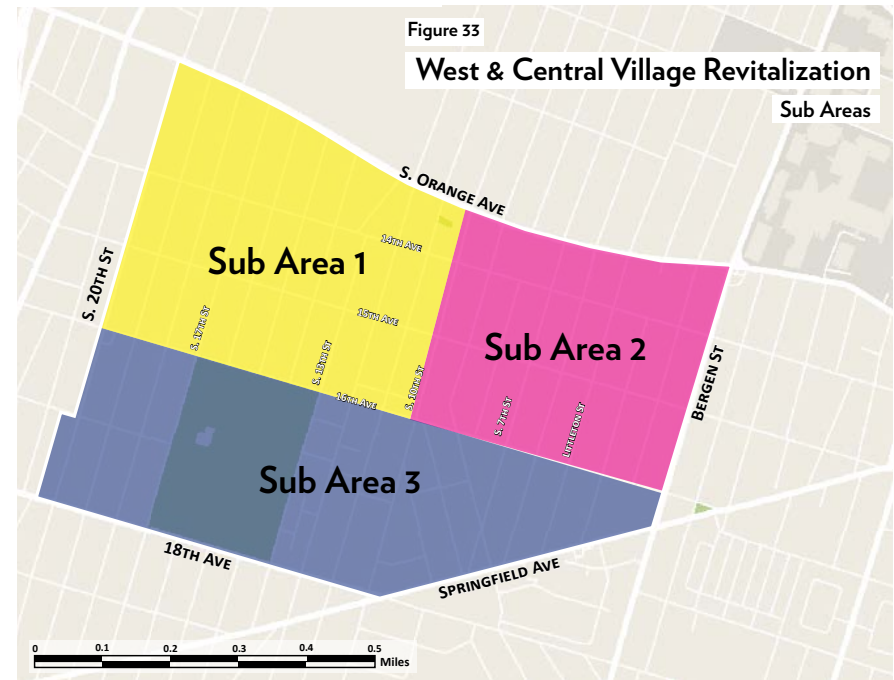
Source: U.S. Census Bureau

Within the Study Area, there are subsections that exhibit different socio-economic and physical characteristics. For the purpose of this analysis, three Subareas have been identified:

- Sub Area 1: The northwest section of the Study Area bounded by S. Orange Avenue, S. 20th Street, 16th Avenue, and S. 10th Street.
- Sub Area 2: The southwest section of the Study Area bounded by 16th Avenue, Bergen Street, S. Orange Avenue, and S. 10th Street.
- Sub Area 3: The eastern section of the Study Area bounded by 16th Avenue, S. 20th Street, 18th Avenue to Springfield Avenue, and Bergen Street (see **Figure 33**).

<sup>2</sup> The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2015 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses.

According to the 2015 ACS, the three Sub Areas experienced population change from 2000 to 2015 at varying rates. Sub Area 1 and 3 experienced population gains of 17.5% and 7.4%, while Sub Area 2’s population decreased by 22.5% (See **Table 2**).



**Table 2: Population Trends by Sub Areas, 2000-2015**

	Population 2000	Population 2015	Population Change (%)
Sub Area 1	3,252	3,822	17.5%
Sub Area 2	2,162	1,676	-22.5%
Sub Area 3	3,691	3,965	7.4%

Source: U.S. Census Bureau

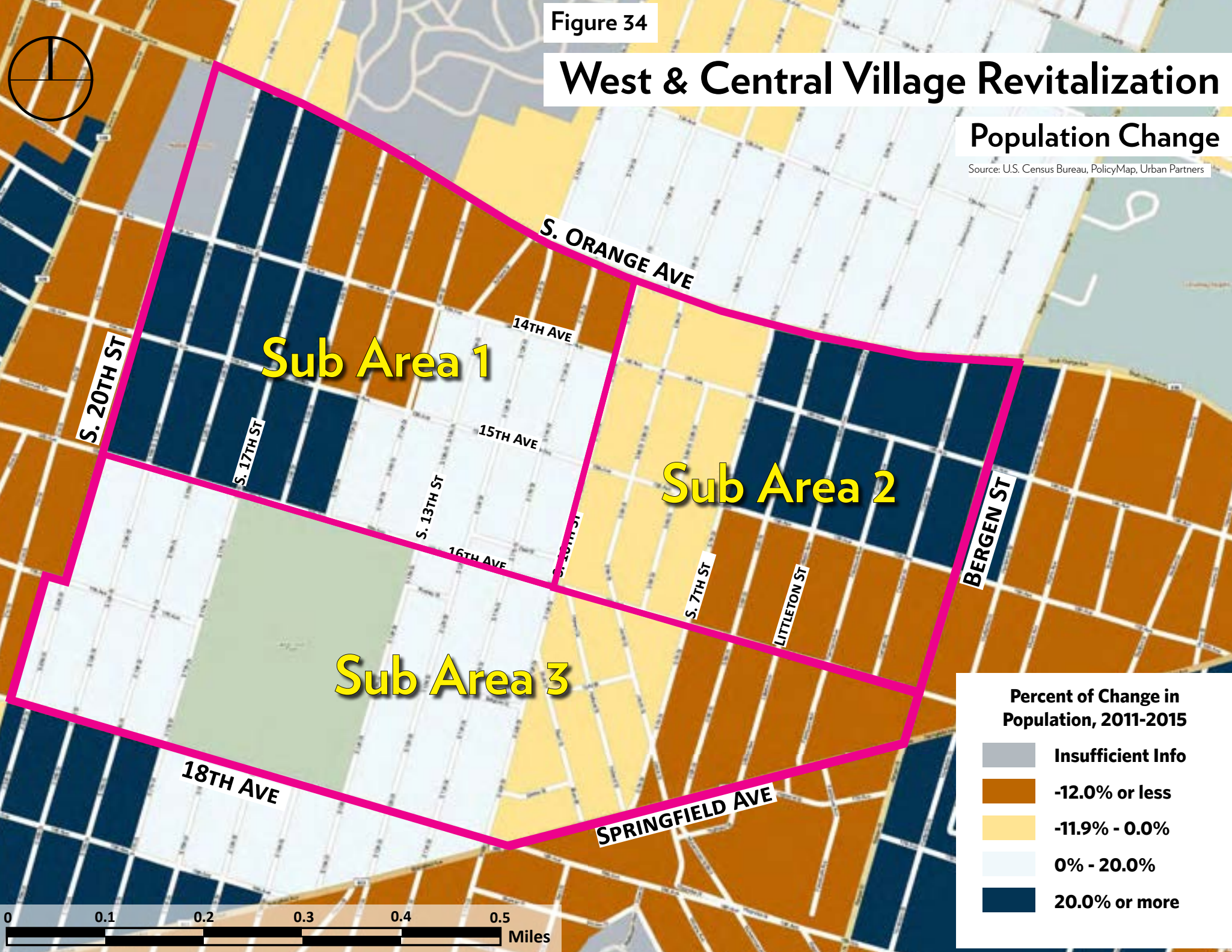
**Figure 34** on the following page illustrates the degrees of population change. The shades of blue indicate population growth and the shades of yellow/brown indicate population loss.

Figure 34

# West & Central Village Revitalization

## Population Change

Source: U.S. Census Bureau, PolicyMap, Urban Partners



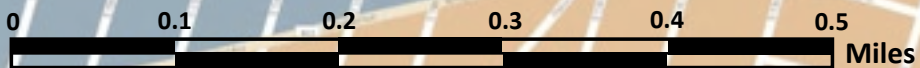
Sub Area 1

Sub Area 2

Sub Area 3

### Percent of Change in Population, 2011-2015

- Insufficient Info
- 12.0% or less
- 11.9% - 0.0%
- 0% - 20.0%
- 20.0% or more





According to the 2015 ACS, 80.6% of the residents in the Study Area are Non-Hispanic Black, while 1.5% are Non-Hispanic White. The Hispanic or Latino population grew by 35.7% (or 358 residents) since 2000 and comprise 14.4% of all residents in the Study Area. In comparison, Hispanics make up 35.6% of all residents in the City of Newark, while Blacks comprise 48.3% (see **Table 3**).

**Table 3: Ethnic/Racial Composition, 2000-2015**

	Study Area 2000	%	Study Area 2015	%	Newark City 2015	%
Non-Hispanic						
White	94	1.0%	144	1.5%	29,913	10.7%
Black	7,841	86.1%	7,627	80.6%	135,271	48.3%
Asian	34	0.4%	48	0.5%	4,994	1.8%
Other Race	26	0.3%	78	0.8%	6,919	2.5%
Two or More Races	103	1.1%	204	2.2%	3,015	1.1%
Hispanic (All Races)	1,004	11.0%	1,362	14.4%	99,681	35.6%

Source: U.S. Census Bureau

Compared to city and county, the Study Area has a considerably younger population. Residents who are under 5 years-of-age account for 9.9% of the population, compared to 7.8% and 6.8% for the city and county, respectively. Residents who are under 18-years-of-age represent 30.6% of the Study Area, compared to 25.4% for the city and 24.3% for the county. On the other side of the age spectrum, seniors account for 6.5% of the Study Area compared to 9.2% for the city and 12.1% for the county (see **Table 4**).

**Table 4: Age Distribution, 2015**

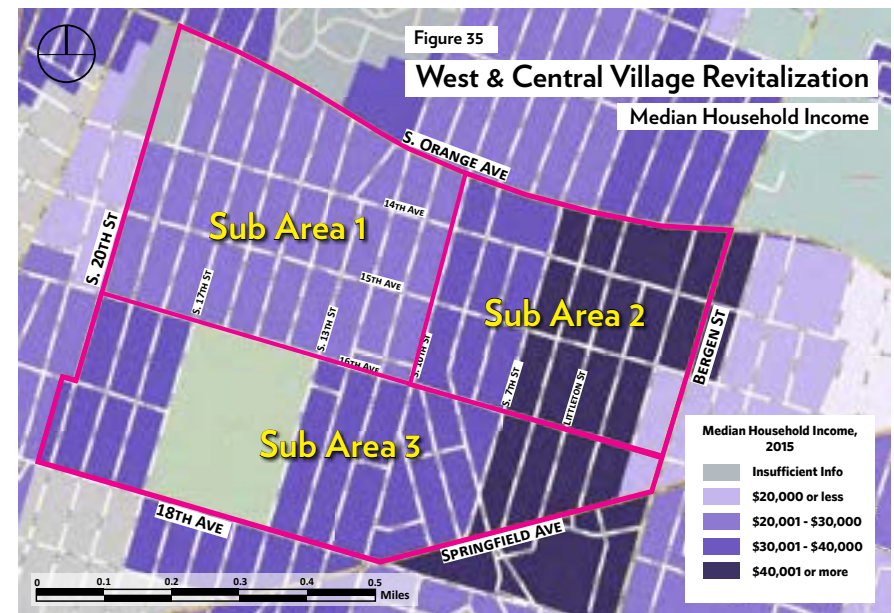
	Study Area Residents in Age Group	Study Area Residents in Age Group %	Newark City Residents in Age Group %	Essex Co Residents in Age Group %
Under 5	934	9.9%	7.8%	6.8%
Under 18	2,899	30.6%	25.4%	24.3%
Working Age (18-64)	5,951	62.9%	65.8%	63.6%
Seniors	614	6.5%	8.8%	12.1%

Source: U.S. Census Bureau

### **Income and Poverty Status**

According to the 2015 ACS, the median household income levels for the Study Area range from \$25,536 to \$40,227, which is equivalent to 77% to 121% for the city as a whole (\$33,139 in 2015). By comparison, Essex County has a median household income of \$53,976, which is sixth lowest among the 21 counties in New Jersey.

In **Figure 35**, median household incomes are illustrated by block groups in shades of purple. Portions of Sub Areas 2 and 3 that are located east of S. 7th Street reported the highest household income levels, while the block groups with the lowest household income levels are located in Sub Area 1.



Source: U.S. Census Bureau, PolicyMap, Urban Partners

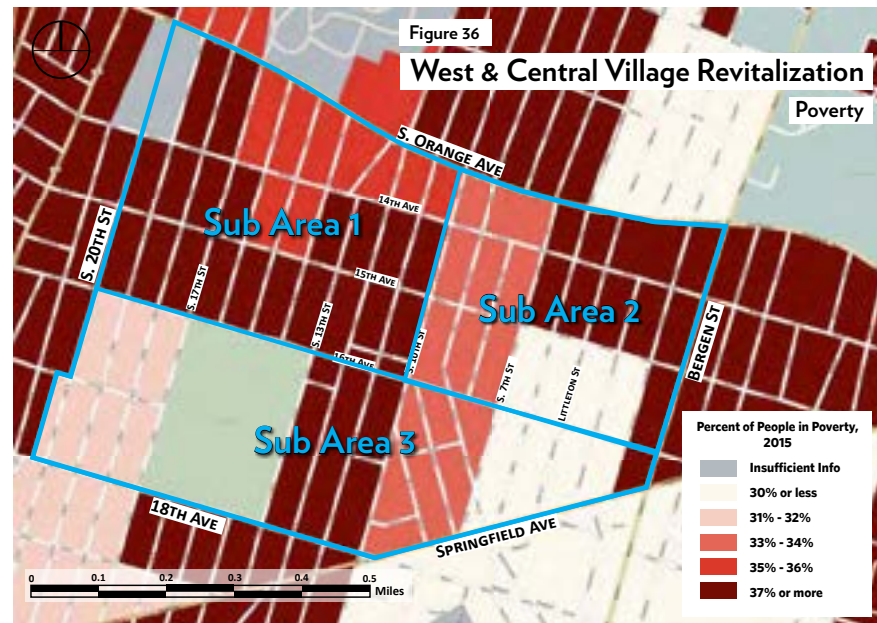
More than one-third (33.7%) of Study Area households live in poverty, compared to 29.3% for the city. For female single-headed family households, the poverty rate is 47.3% for the Study Area, compared to 42.2% for the city as a whole (see **Table 5**).

**Table 5: Poverty Status by Household Type, 2015**

	% of Households Below Poverty Study Area	% of Households Below Poverty Newark City
All households	33.7%	29.3%
Family households:	34.4%	26.4%
Married-couple family:	8.8%	10.4%
Female householder, no husband:	47.3%	42.2%

Source: U.S. Census Bureau

In **Figure 36**, poverty rates are illustrated in shades of red. Sub Area 1 has the highest poverty rates with 40.1% overall rate, followed by Sub Area 2 (34.3%) and Sub Area 3 (32.6%).



Source: U.S. Census Bureau, PolicyMap, Urban Partners

## HOUSING CONDITIONS

Owner-occupied housing represented 36.1% of the housing market in the Study Area in 2014. According to the 2015 ACS, 55.7% of the owner-occupied housing structures were built after 1990, compared to 21.6% for the city as a whole (see **Table 6**).

**Table 6: Year Owner-Occupied Structure Built**

	Study Area	Study Area %	Newark City	Newark City %
Built 2014 or later	-	0.0%	-	0.0%
Built 2010 to 2013	-	0.0%	108	0.5%
Built 2000 to 2009	224	29.7%	2,291	11.4%
Built 1990 to 1999	196	26.0%	1,930	9.6%
Built 1980 to 1989	3	0.4%	830	4.1%
Built 1970 to 1979	57	7.5%	1,018	5.1%
Built 1960 to 1969	28	3.7%	1,364	6.8%
Built 1950 to 1959	77	10.2%	2,912	14.5%
Built 1940 to 1949	67	8.9%	2,979	14.8%
Built 1939 or earlier	102	13.5%	6,654	33.1%

Source: U.S. Census Bureau

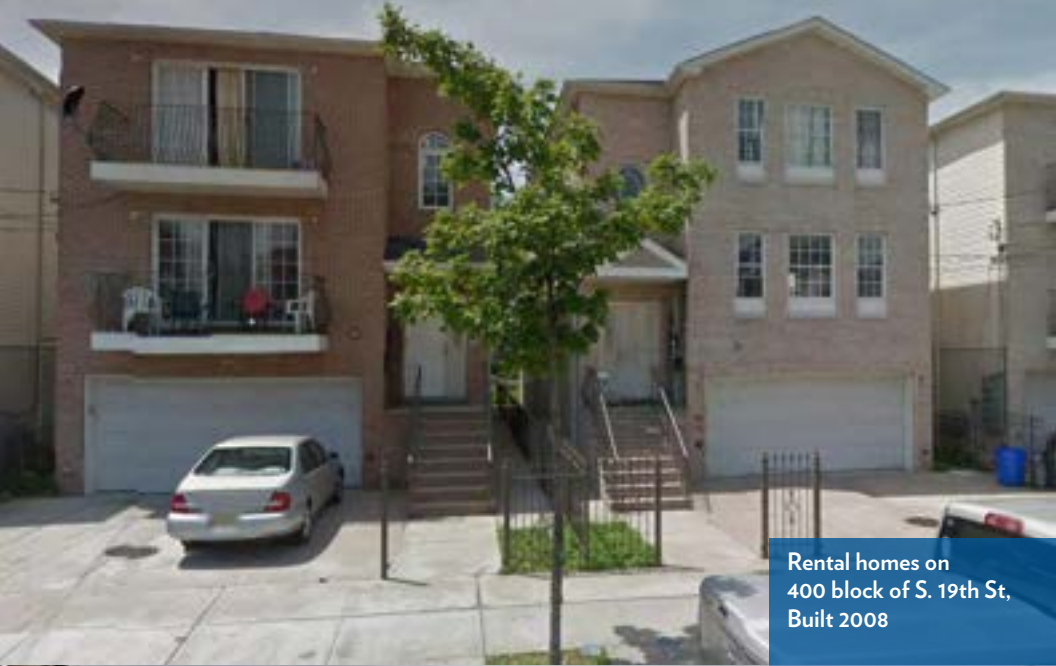
As for the age of rental housing, the Census Bureau reports that 51.2% of the renter-occupied were built after 1990, compared to 21.9% for the city as a whole (see **Table 7**)

**Table 7: Year Renter-Occupied Structure Built**

	Study Area	Study Area %	Newark City	Newark City %
Built 2014 or later	-	0.0%	25	0.0%
Built 2010 to 2013	15	0.7%	756	1.0%
Built 2000 to 2009	565	26.0%	9,573	13.2%
Built 1990 to 1999	535	24.6%	5,512	7.6%
Built 1980 to 1989	90	4.1%	4,433	6.1%
Built 1970 to 1979	289	13.3%	8,398	11.6%
Built 1960 to 1969	89	4.1%	8,778	12.1%
Built 1950 to 1959	160	7.4%	8,187	11.3%
Built 1940 to 1949	132	6.1%	9,169	12.6%
Built 1939 or earlier	301	13.8%	17,758	24.5%

Source: U.S. Census Bureau

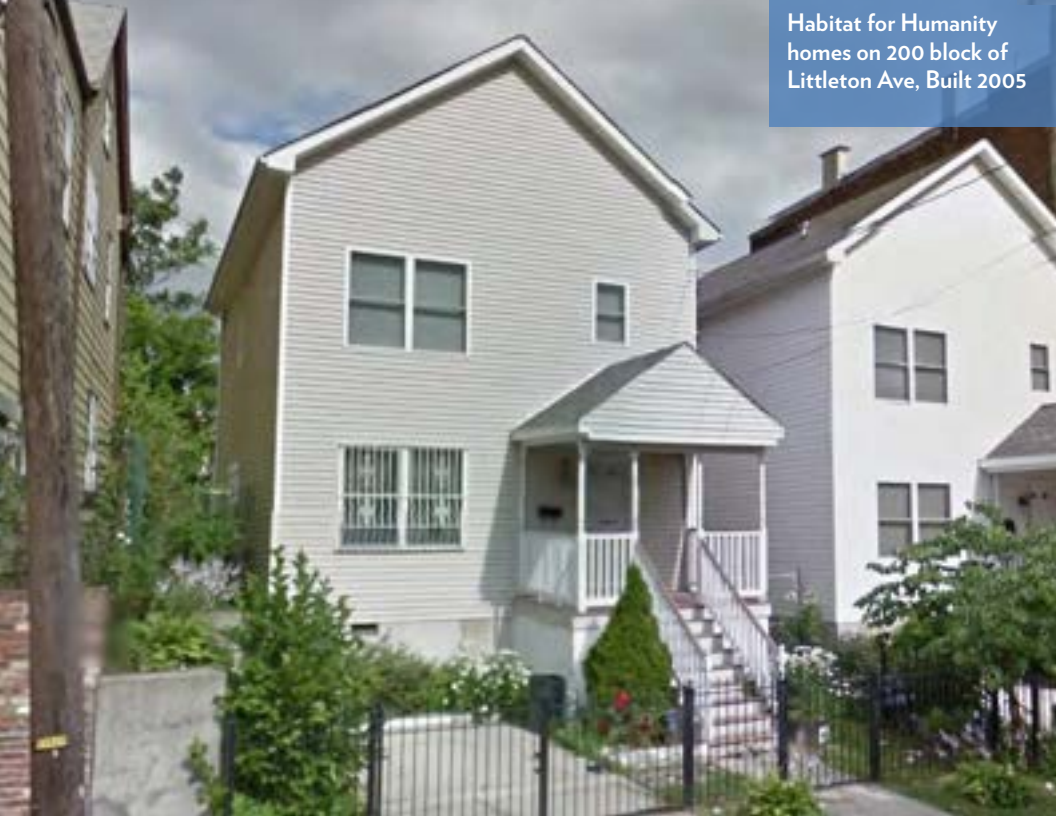
**Figure 37: Newer Residential Structures in the Study Area**



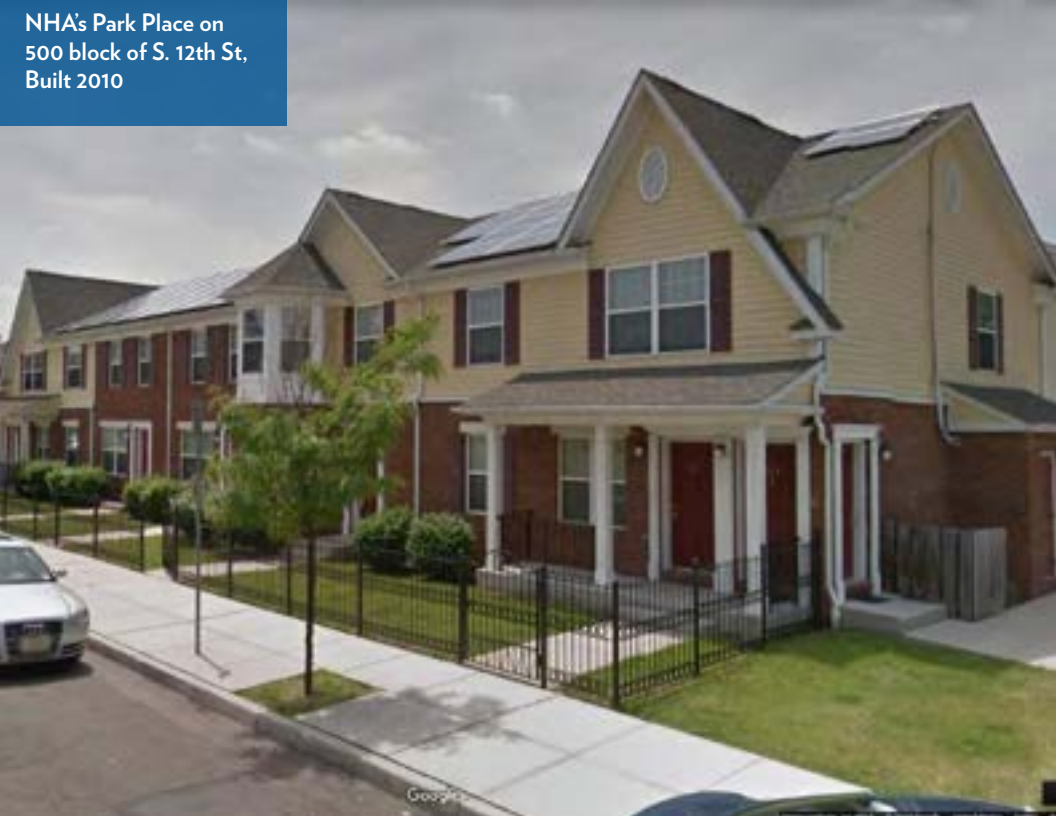
Rental homes on 400 block of S. 19th St, Built 2008



Owner-Occupied homes on 200 block of 14th Ave, Built 2003



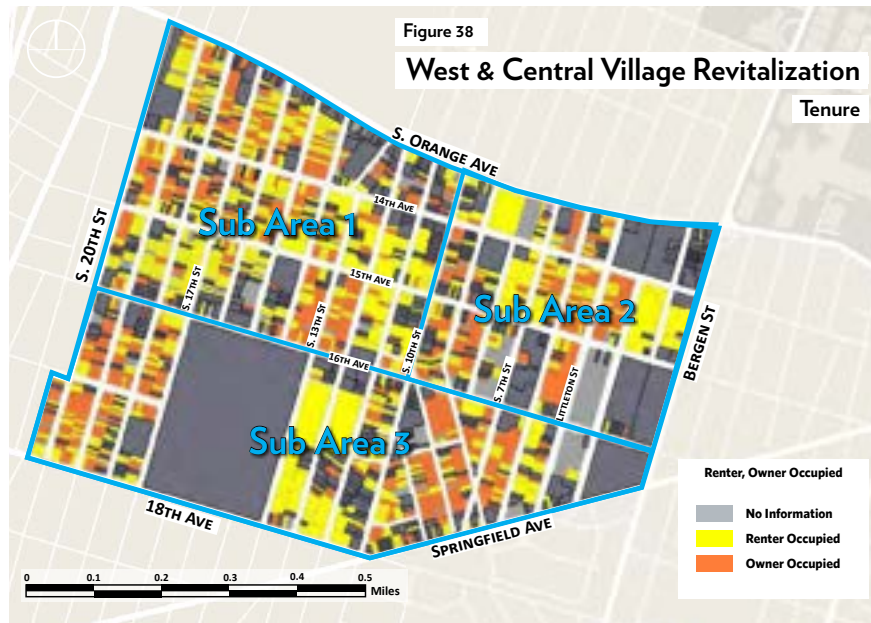
Habitat for Humanity homes on 200 block of Littleton Ave, Built 2005



NHA's Park Place on 500 block of S. 12th St, Built 2010

## Tenure

According to the 2015 ACS, owner-occupied housing represented 23.8% of the housing market in the Study Area<sup>3</sup>. As shown in **Figure 38** below, owner-occupied properties are scattered throughout the Study Area with no significant pockets of homeownership.



## Owner-Occupied Housing

The Study Area's sales housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development. According to Realquest, which is a comprehensive real estate database service that was utilized for this report, there were 144 home sales in the Study Area from August 2016 to July 2017.

<sup>3</sup> Renter-occupied homes are those that list different owner's mailing addresses from the property's physical location, while the owner-occupied homes list the same address for both.

In **Table 8** shown below, these sales are segmented into the following four categories:

- Foreclosure
- Investor/Developer Acquisitions
- Home Sold by Investors to Owner Occupants
- Conventional Sale between Owners

There were 30 foreclosures, 23 of which were homes purchased by investors/developers, with an average sale price of \$70,552 (or \$33.66/SF). Investors or developers acquiring non-foreclosure homes accounted for 74 transactions, with an average sale price of \$204,269 (\$79.29/SF); and homes sold by investors/developers to owner occupants totaled 19 transactions, with an average price of \$216,237 (or \$76.58/SF). Homes transferred between owner occupants totaled 21 transactions (14.5% of the total), with an average sale price of \$168,265 (or \$71.64/SF) (**Table 8**).

**Table 8: Sales Homes in the Study Area, Aug.2016 to Jul 2017**

	Total Sales	Average Living Space (SF)	Median Sale Price	Average Sale Price	Average Sale Price/SF
Foreclosure	30	2,096	\$54,297	\$70,552	\$33.66
Investor/Developer Acquisitions	74	2,579	\$149,500	\$204,269	\$79.29
Home Sold by Investors to Owner Occupants	19	2,824	\$220,000	\$216,237	\$76.58
Conventional Sale between Owners	21	2,383	\$170,000	\$168,265	\$70.60

Source: U.S. Census Bureau

**Figure 39** and **Figure 40** on the following pages are maps that shows locations of these home sales.

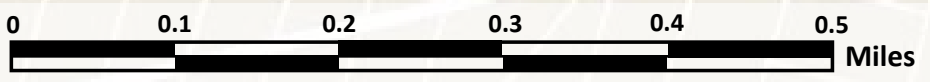
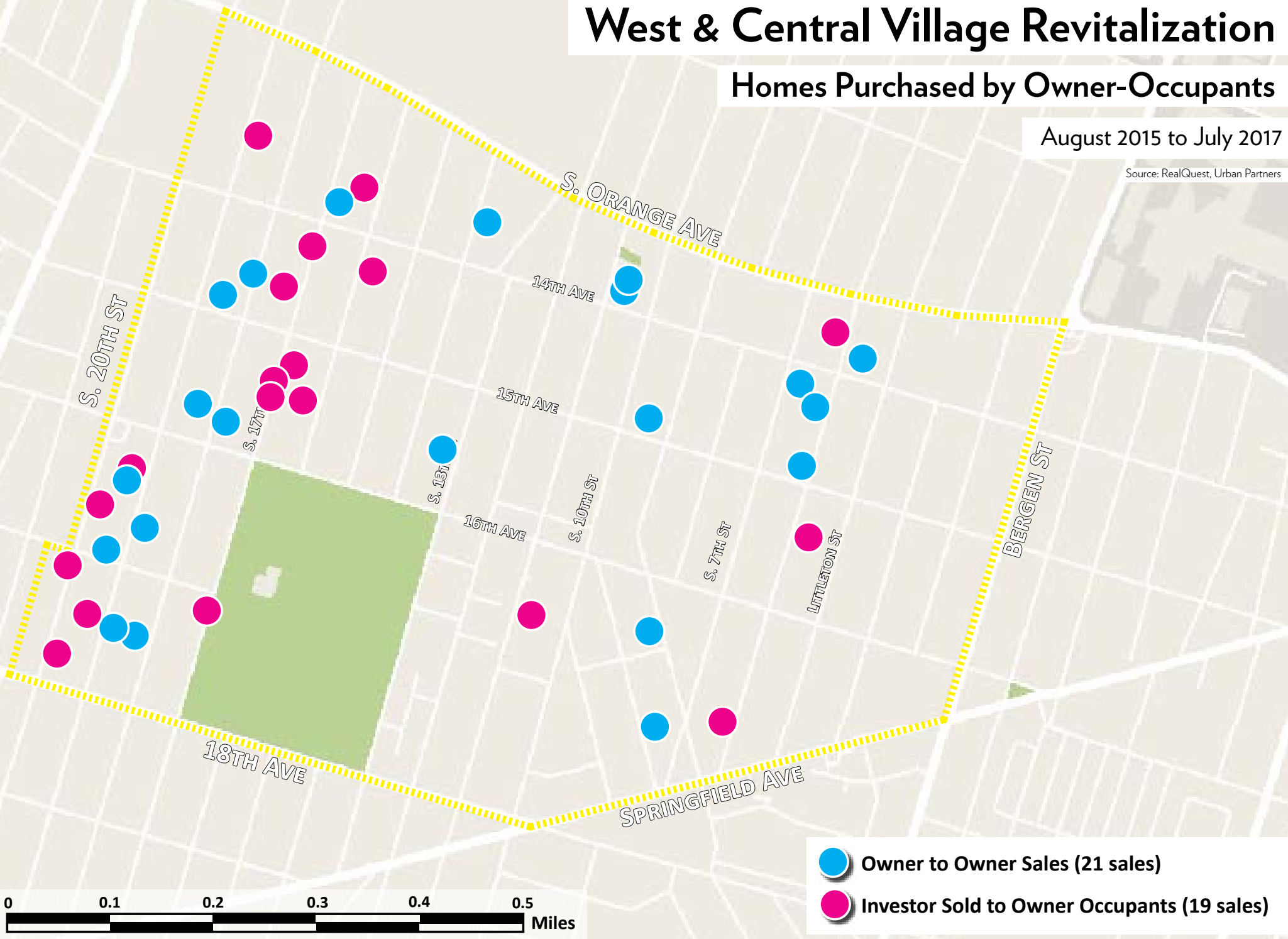
Figure 39

# West & Central Village Revitalization

## Homes Purchased by Owner-Occupants

August 2015 to July 2017

Source: RealQuest, Urban Partners





-  Owner to Owner Sales (21 sales)
-  Investor Sold to Owner Occupants (19 sales)

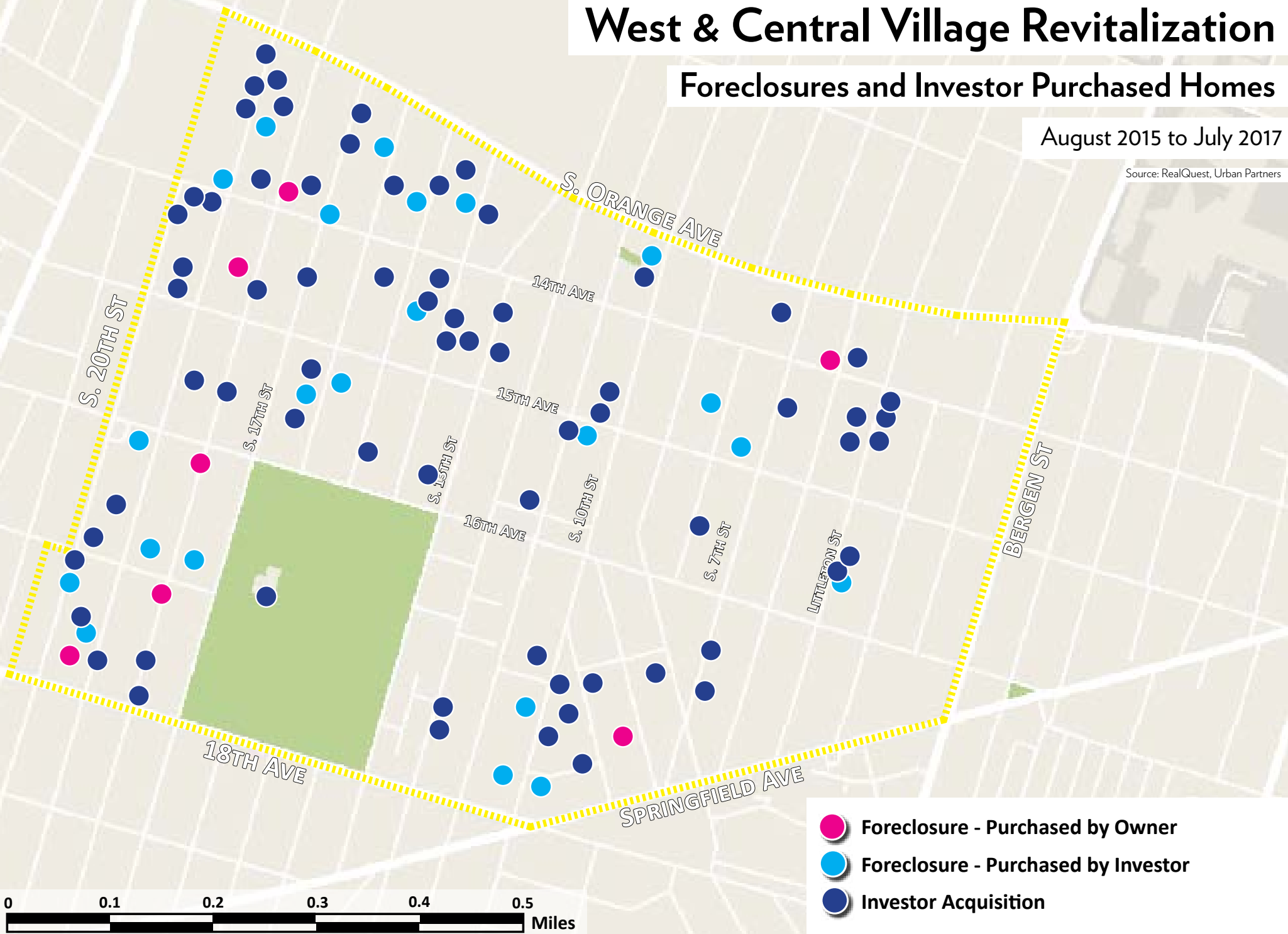
Figure 40

# West & Central Village Revitalization

## Foreclosures and Investor Purchased Homes

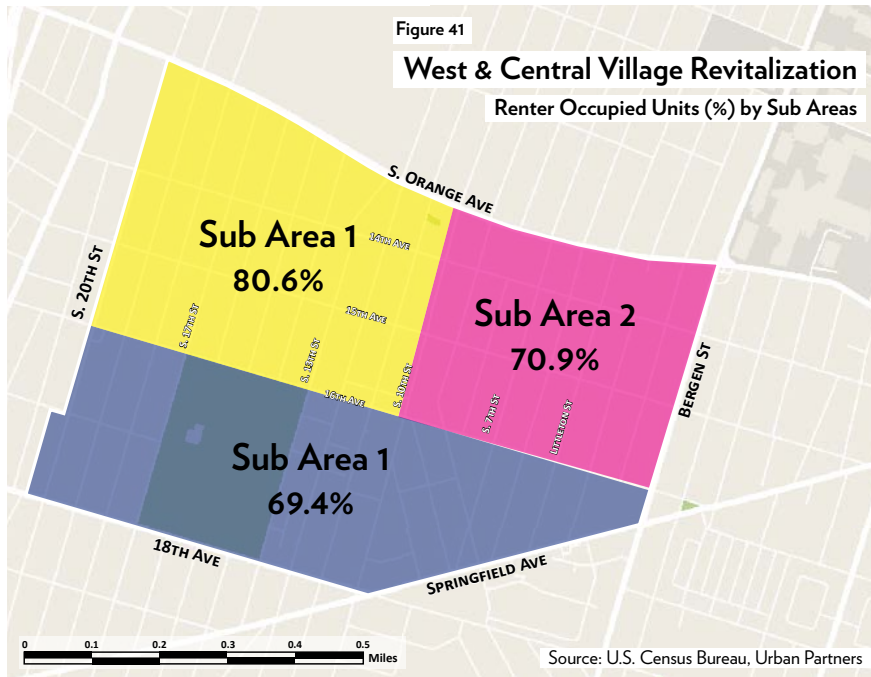
August 2015 to July 2017

Source: RealQuest, Urban Partners



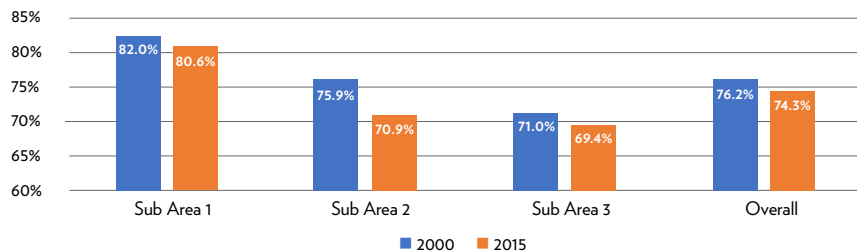
## Rental Housing

According to the 2015 ACS, renter-occupied housing represented 74.3% of the housing market in the Study Area. The following are percentage of renter-occupied households by Sub Areas: Sub Area 1: 80.6%; Sub Area 2: 70.9%; and Sub Area 3: 69.4% (**Figure 41**).



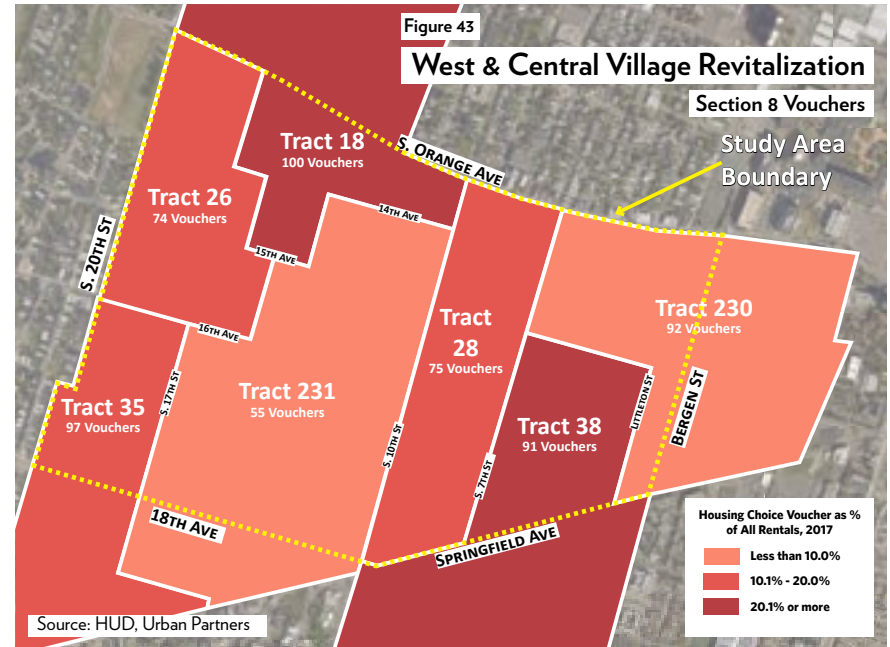
Compared to 2000, the percentage of renter-occupied homes dropped for the Study Area and for each of the three Sub Areas (**Figure 42**).

**Figure 42: Percent of Homes Occupied by Renters, 2000-2015**



## Assisted Rental Housing

As of this report, a significant number of Study Area households hold Housing Choice Vouchers, or Section 8. According to U.S. Department of Housing and Urban Development, approximately 500 vouchers are in use in the Study Area. **Figure 43** shows the percentage of Section 8 holders as a percentage of total renter households by census tracts.



Additionally, there are a total of 646 units of assisted rental housing in the Study, representing 29.7% of the total renter-occupied housing stock. These homes are comprised of HUD Multifamily developments, HUD Public Housing communities, and Low Income Housing Tax Credit projects in the Study Area (see **Figure 44**).

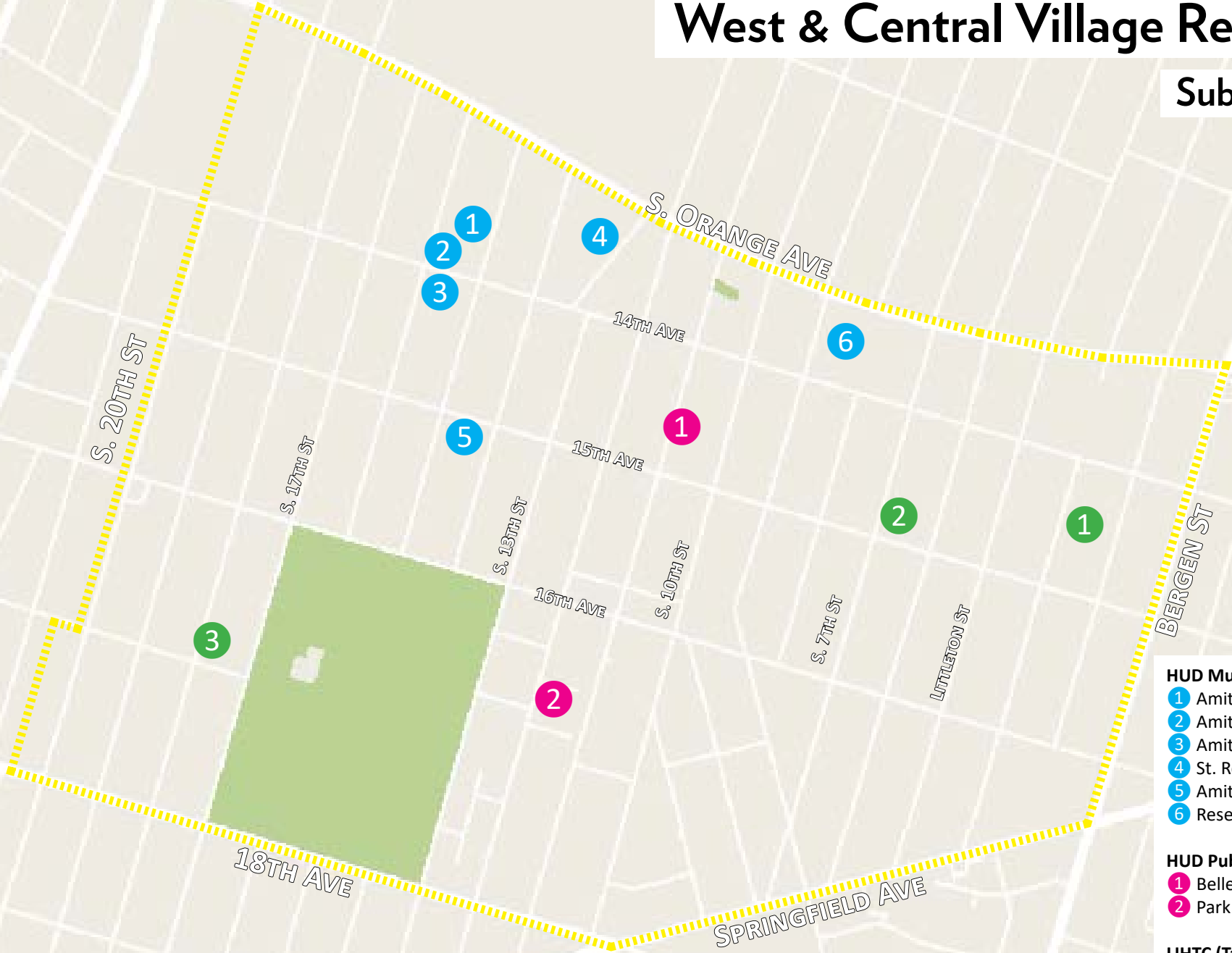
Taken together, approximately 1,100 renter-occupied housing units in the Study Area (or more than half of all rental homes) are receiving some type of assistance.

Figure 44

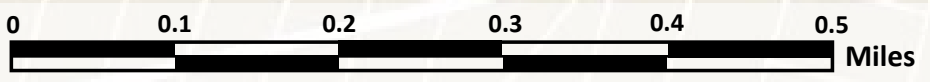
# West & Central Village Revitalization

## Subsidized Rentals

Source: HUD, Urban Partners



HUD Multi-Family		
1	Amity Village #2	13 units
2	Amity Village #8	28 units
3	Amity Village #6	12 units
4	St. Rocco's Housing	9 units
5	Amity Village #5	16 units
6	Reservoir Townhouses	53 units
HUD Public Housing		
1	BelleMead	306 units
2	Park Place	45 units
LIHTC (Tax Credits)		
1	New Community Estates	56 units
2	United Community Village	36 units
3	Springfield Commons	72 units





## EMPLOYMENT

The U.S. Census Bureau’s *OnTheMap* application—which uses employer payroll tax information to geo-locate jobs within a defined area—a total of 889 jobs were physically located in the Study Area. Compared to 2002 when 2,209 jobs were located in the Study Area, there’s been a 59.8% decline in jobs. The *Educational Services* sector employed the most number of workers with 460, followed by *Health Care & Social Assistance* with 248 workers. All other sectors employed less than 100 workers in the Study Area.

Despite the significant decrease of jobs physically located in the Study Area, the number of employed residents increased from

3,051 in 2002 to 3,662 in 2015. Of these employed residents, only 65 worked within the Study Area (**Figure 45**).

The sectors with the highest concentration of employment are *Health Care & Social Assistance* with 648 employed residents, *Retail Trade* with 477 employed residents, and *Administration & Support, Waste Management and Remediation* with 414 employed residents. Employment in these three sectors represent 42.0% of all jobs for employed residents in the Study Area.

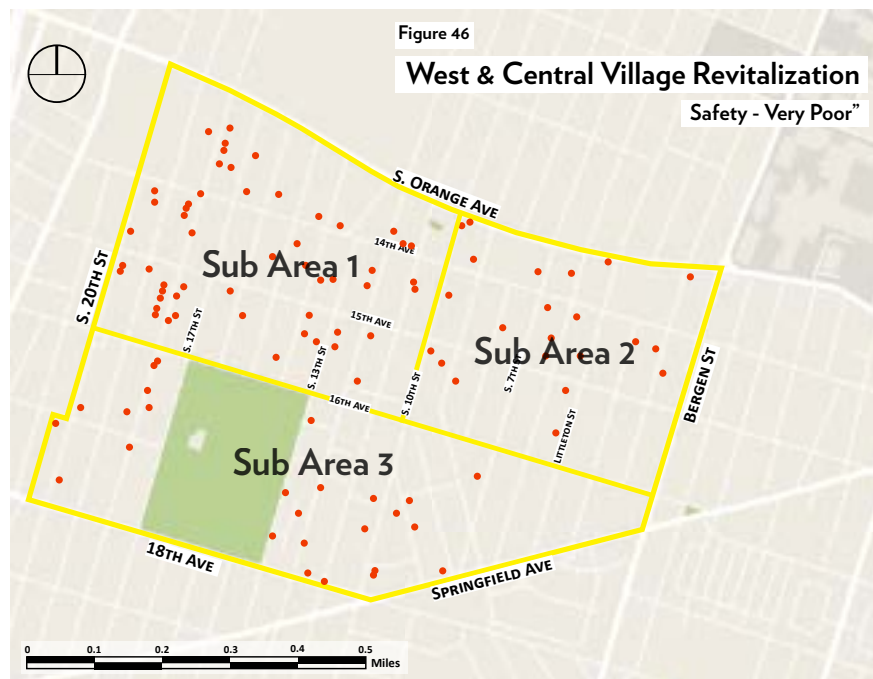
Figure 45: Total Jobs in the Study Area and Commuting Patterns (2002-2015)



Source: U.S. Census Bureau, Urban Partners

## COMMUNITY SAFETY

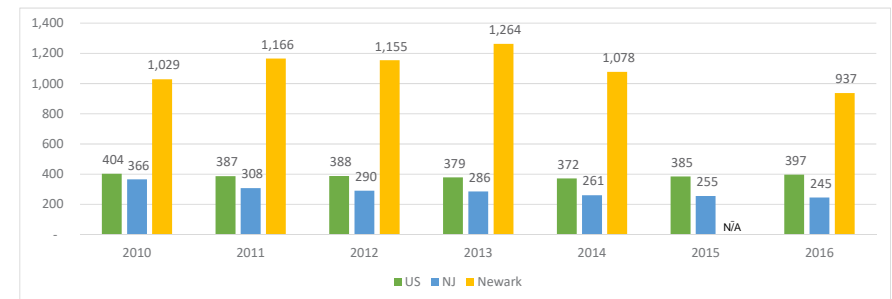
When asked to rate the different quality of life aspects, the survey respondents indicated that safety was their top concern. More than 40% of the residents believe that the community is “poor” or “very poor” in terms of safety, while 28.7% believe it’s “good” or “very good.” During stakeholder interviews and public meeting conversations, residents consistently expressed concern over drug-related crimes and violent crimes. **Figure 46** is a map of showing the locations of survey respondents who indicated that safety is “very poor.” The map indicates that residents in Sub Area 1 appears to have the most concern over community safety.



**Figure 47** shows violent crime rates per 100,000 residents for the City of Newark, compared to the State of Jersey and the United States from 2010 to 2016. From a peak of 2013 when Newark’s violent crime rate of 1,264 was over four times the rate for the State of New Jersey, a steady decrease of crime rates have been

evident. In 2016, the reported violent crime rate was 937 per 100,000 residents, compared to 245 for the State of New Jersey and 397 for the United States.

**Figure 47: Violent Crime Incidences per 100,000 Residents**



Source: FBI Criminal Justice Information Services Division, Urban Partners

Despite this recent drop in violent crime in Newark, the Study Area continues to suffer from frequent incidences of crime and many residents do not feel it’s a safe place to live. Shown below in **Table 9** are violent crime incidents in the 1st and 4th Precincts that serve the Study Area. From 2010 to 2017, there were a total of 7,721 violent crime complaints, including 289 murders.

**Table 9: Violent Crime Complaints, January 2010 to December 2017**

	1st Precinct	4th Precinct	Newark City
Murder	137	152	746
Rape	73	87	610
Robbery	2,252	1,955	14,411
Agg Assault	1,560	1,505	9,057
<b>Total Violent Crime</b>	<b>4,022</b>	<b>3,699</b>	<b>24,824</b>

Source: Newark Police Department

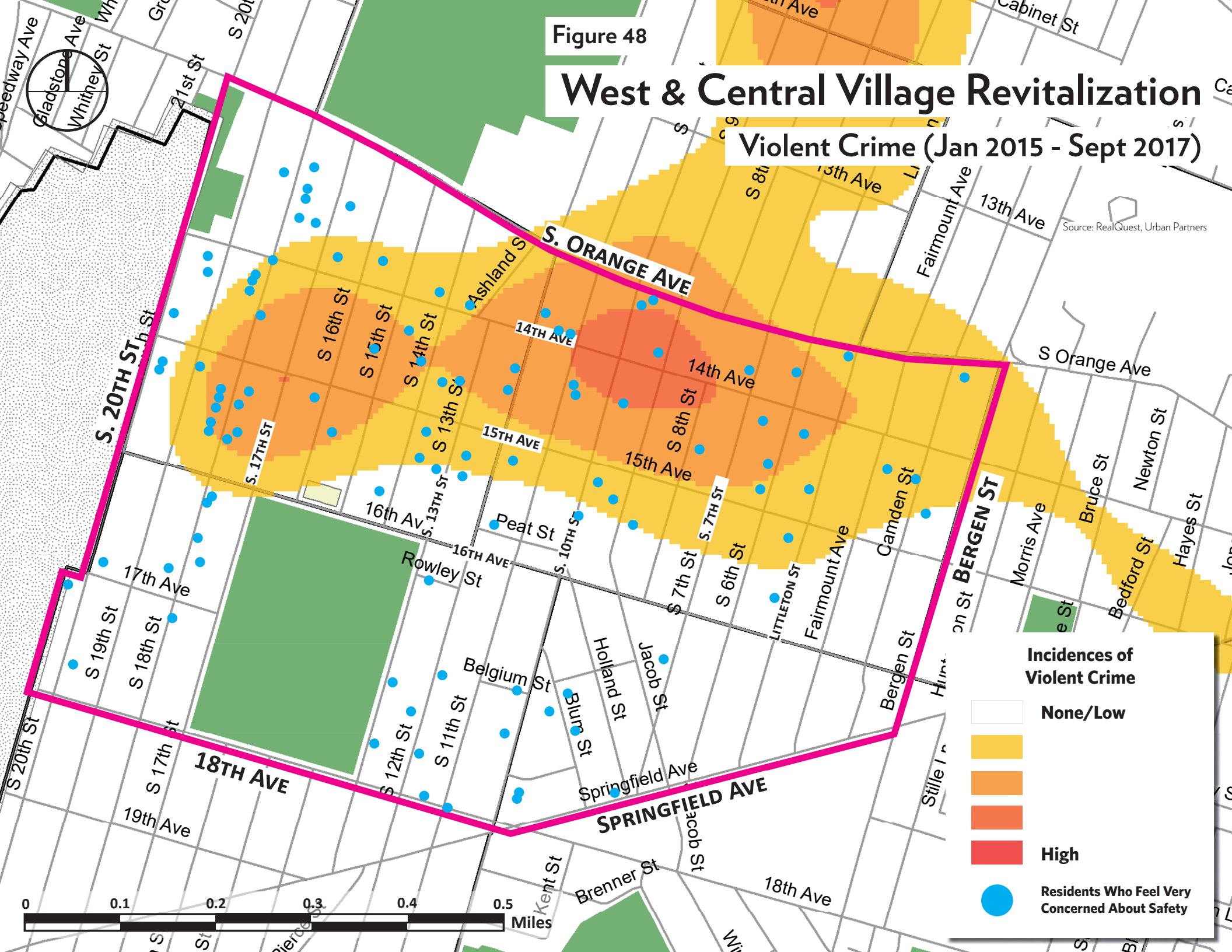
**Figure 48** shown on the following page is a map of violent crimes from January 2015 to September 2017. It also combines the crime data with survey response indicating resident concerns of safety. It shows that the perceptions of high crime is pervasive throughout the Study Area, suggesting the need for an holistic approach to safety and public realm improvements.

Figure 48

# West & Central Village Revitalization

## Violent Crime (Jan 2015 - Sept 2017)

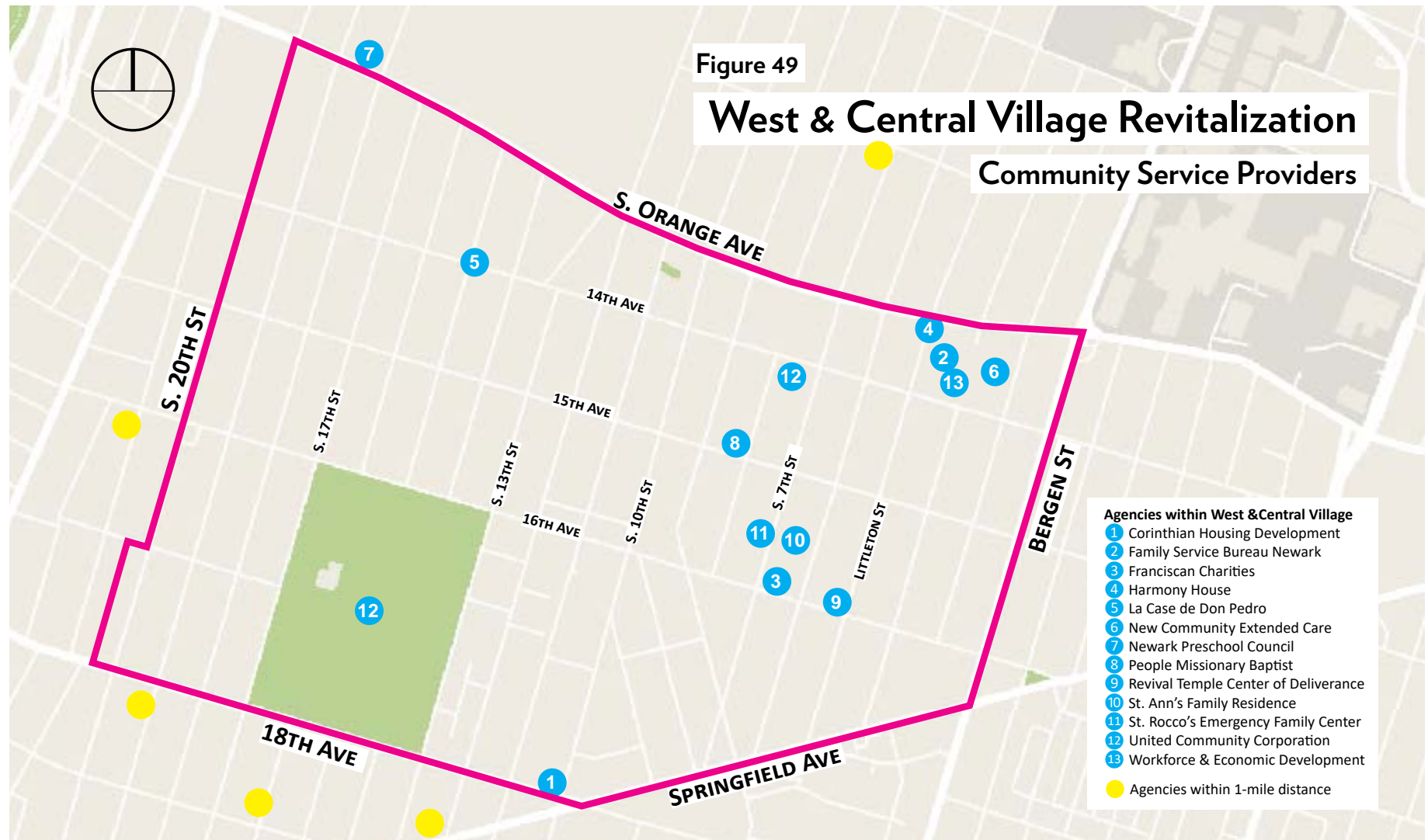
Source: RealQuest, Urban Partners



## SOCIAL SERVICES

Currently, there are 13 social service agencies operating within the Study Area, with 22 additional agencies within 1-mile distance. Most of the agencies are clustered in Sub Area 2, or the northeast section of the Study Area. There are numerous social service providers located within the Study Area or in close proximity but

many residents do not know about them or have the means to access the services. One notable gap is youth services (See **Figure 49** for locations of these 13 agencies within the Study Area and five others in close proximity. **Table 10** on page 43 is a full database of 25 agencies offering one or more services/programs).



**Table 10: Social Agencies in West & Central Village**

The following is a complete list of social service agencies operating in the Study Area and/or offering programs in the city from a nearby location.

		Clothing/ Food/ Personal Goods	Counseling/ Crisis Services	Employment	Family/ Community Services	Health/ Health Education	Housing/ Shelters	Youth Education/ Childcare	Substance Abuse
<b>Agencies inside the West &amp; Central Village</b>									
1. Corinthian Housing Development	470 18th Avenue		●		●	●	●		●
2. Family Service Bureau Newark	274 S. Orange Avenue		●		●	●			●
3. Franciscan Charities	355 South 6th Street	●		●	●				
4. Harmony House Early Childcare Center	278 South Orange Avenue					●		●	
5. La Casa de Don Pedro : Head Start IV	432-437 S. 15th Street				●			●	
6. New Community Extended Care Facility	266 S. Orange Avenue	●				●			
7. Newark Preschool Council	531 S. Orange Ave.nue							●	
8. Peoples Missionary Baptist Church	470 15th Avenue	●							
9. Revival Temple Center of Deliverance	81-85 16th Avenue	●							
10. St. Ann's Family Residence	366 South 7th Street						●		
11. St. Rocco's Emergency Family Shelter	368 South 7th Street						●		
12. United Community Corporation	332 S. 8th Street	●			●		●	●	
13. Workforce and Economic Development	274 South Orange Avenue			●					
<b>Agencies within 1-mile distance from the West &amp; Central</b>									
Angel Hope House	800 Clinton Avenue						●		●
Answers Moving Forward Inc.	712 Springfield Avenue						●		
Babyland Family Services	755 South Orange Avenue		●		●		●		
Bridge Inc.	Irvington, NJ				●				
Childsight-Helen Keller International	190 Muhammad Ali Avenue					●			
Emergency Housing Services/ Urban Renewal Corp	689 South 16th Street			●	●				
FP YouthOutCry	135 Prince Street				●				
Gospel Light Church of God in Christ Jesus	684 Springfield Avenue							●	
Gospel Services Benevolent Society Inc	Irvington, NJ						●		
HELP USA	634 Clinton Avenue						●		
House of Mercy Mission	573 Springfield Avenue	●							
Independence: A Family Services, inc	Irvington, NJ				●			●	
International Youth Organization	703 South 12th Street			●					
Irvington Neighborhood Improvement Corporation	Irvington, NJ	●	●				●		
Oziel Grand Chapter	188 Irvine Turner Blvd		●		●				
Project Street Lady Keeper	767 S 20th Street				●				
RedeemUs Social Services	218 South 8th Street		●	●		●			
Restoration Center Inc.	272 S. 12th Street				●				
Salvation Army	699 Springfield Avenue	●	●		●			●	
Social Security Office Information	274 Springfield Avenue				●				
Tri City Peoples	675 S. 19th Street				●	●		●	
Youth Consultation	Irvington, NJ				●	●	●		

**Total Number of Programs**

8

6

5

16

7

11

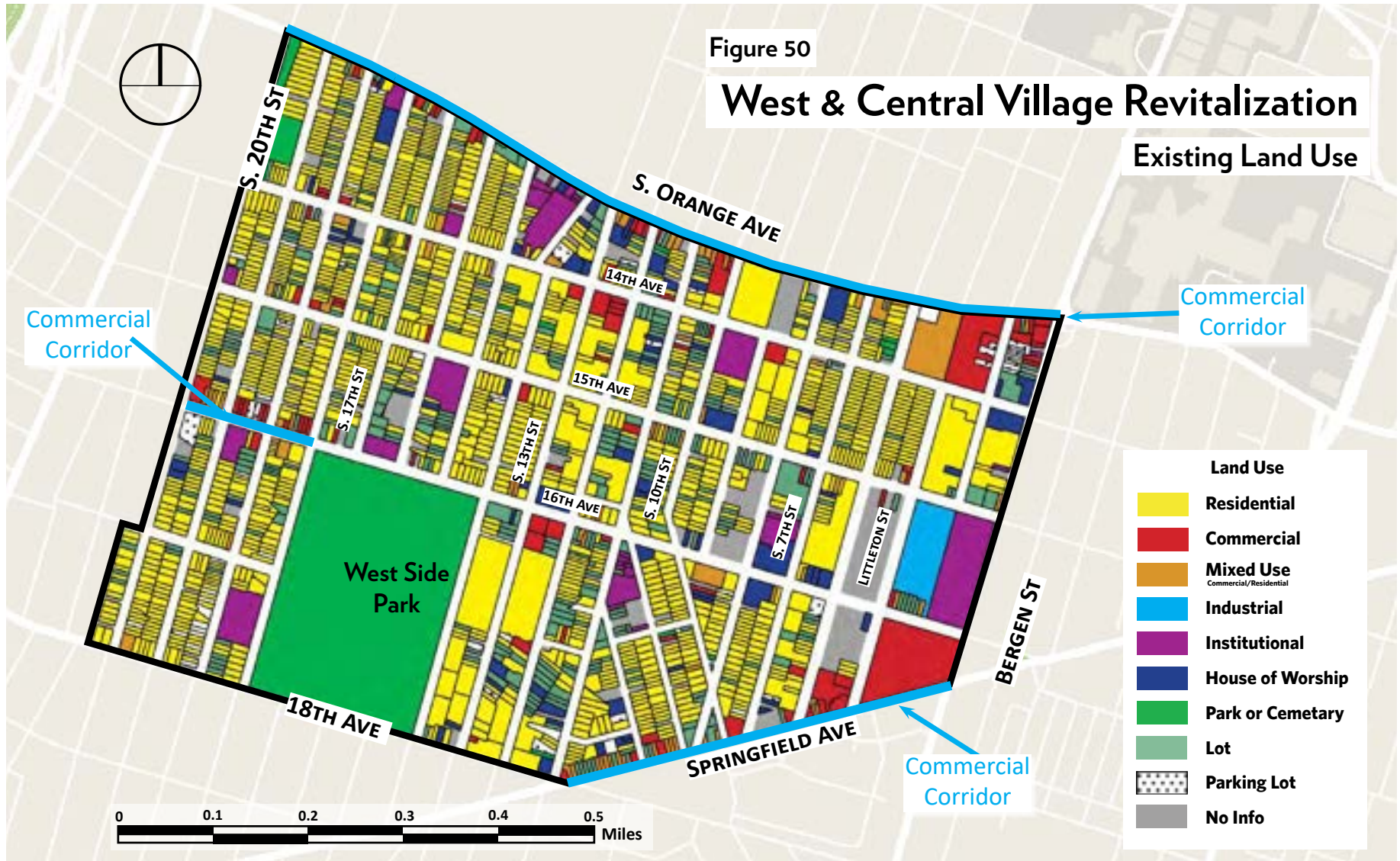
8

2

## LAND USE

As shown below, the majority of the land use in the Study Area consists of residential uses. Notable exceptions are: i) the commercial uses along S. Orange Avenue, Springfield Avenue, and a three block stretch of 16th Avenue; and ii) West Side Park

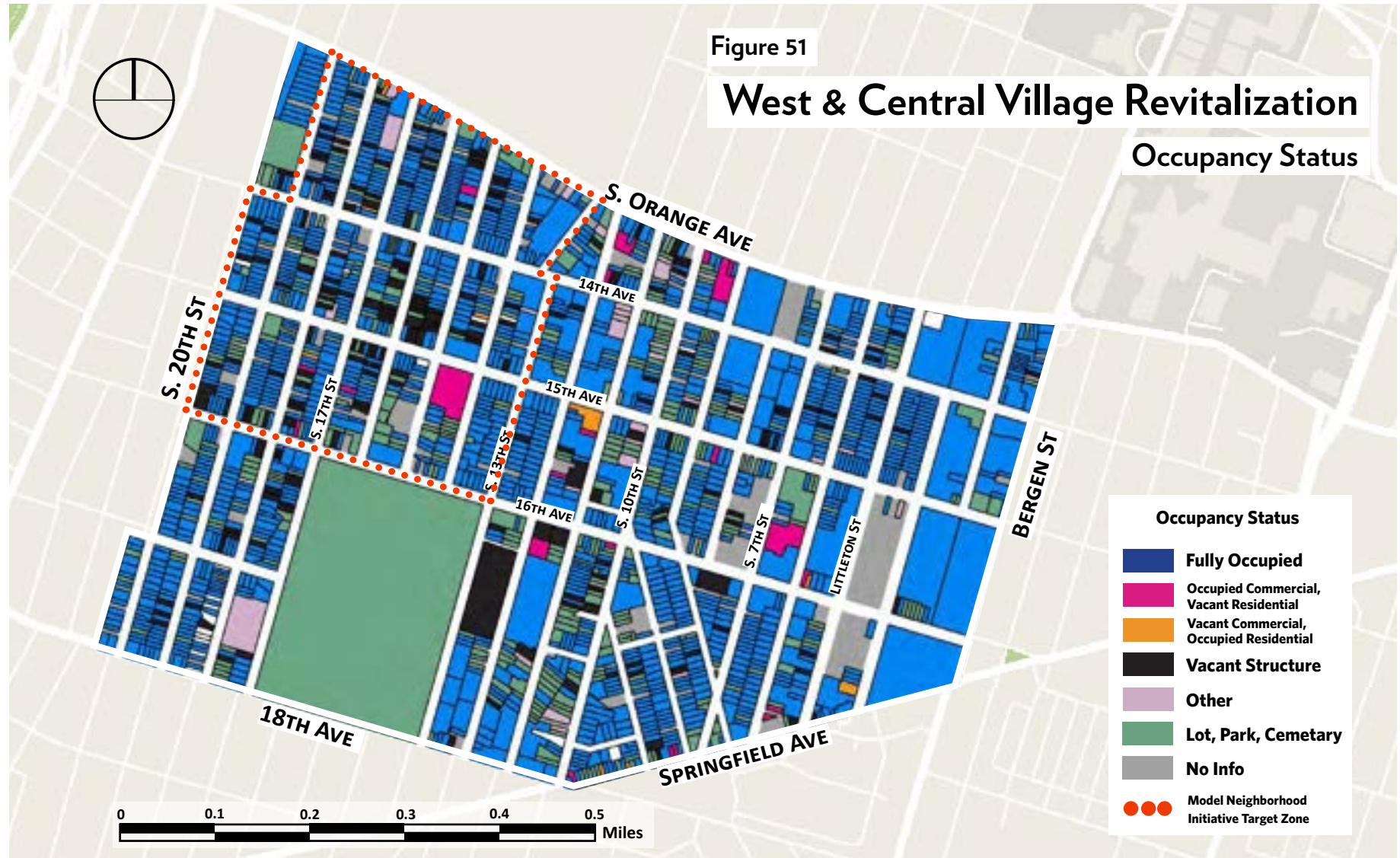
which takes up approximately one-third of Sub Area 3 located south of 16th Avenue. Institutional uses in the form of school facilities and houses of worship are scattered throughout the Study Area (Figure 50).



## VACANCY

According to the 2015 ACS, the Study Area's housing vacancy rate is 24.1%, compared to 15.9% for Newark. Based on the Property Conditions Survey which recorded signs of vacancy for each property (which may be comprised of multiple units), only 223

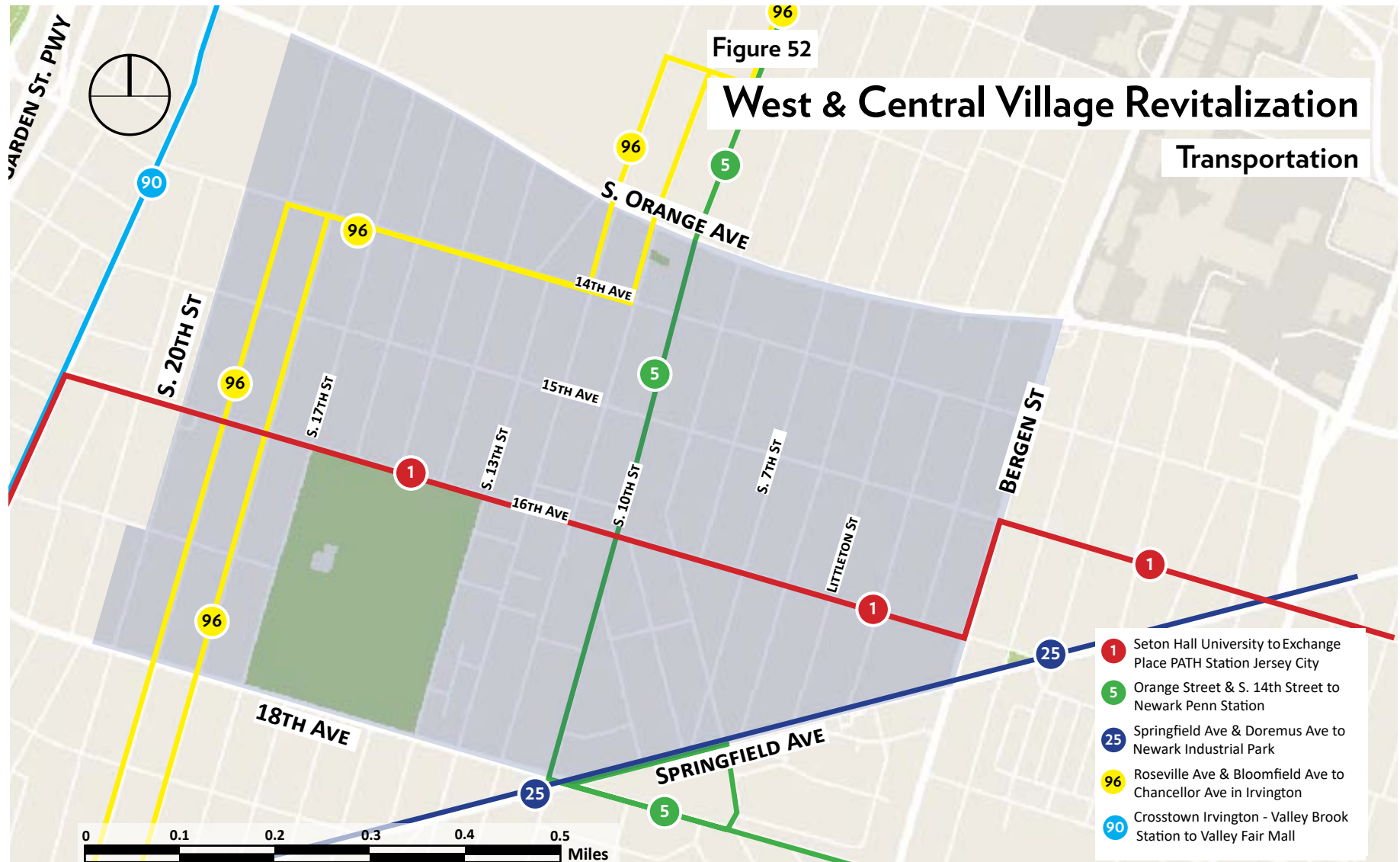
of the 2,151 properties (10.4%) showed visible signs of vacancy. These vacancies are scattered throughout the neighborhood, but there appears to be a concentration in the proposed Model Neighborhood Initiative Target Zone. (Figure 51).



## TRANSPORTATION

The Resident Survey revealed that Study Area residents are mostly satisfied with the transportation options available to them. The Garden State Parkway, the 172-mile toll parkway that runs from Montvale to Cape May, is just three blocks to the east of the

Study Area. As for NJ Transit bus routes, Buses 1, 5, 25, 96, and 90 serve the residents of the Study Area—readily connecting them to adjacent communities, Newark Penn Station, and as far as Jersey City PATH Station (Figure 52).





# REVITALIZATION STRATEGIES

- 1 NEIGHBORHOOD BUILDING
- 2 COMMUNITY SAFETY
- 3 JOBS/ECONOMIC OPPORTUNITY
- 4 HOUSING
- 5 YOUTH/EDUCATION
- 6 COMMUNITY HEALTH



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# Strategy 1: Neighborhood Building

*Create a sense of community pride and inter-connectedness among residents whereby they build unity on advocating for their needs, priorities and resources.*

When asked in the Resident Survey what can people in this neighborhood do to make it a better place to live, the top response that 37% of the residents submitted was “Come together as a community and start communicating.” (Figure 53) Residents view the work of neighborhood building as the foundation for all the strategies proposed in this report, and as such we address it as Strategy 1.

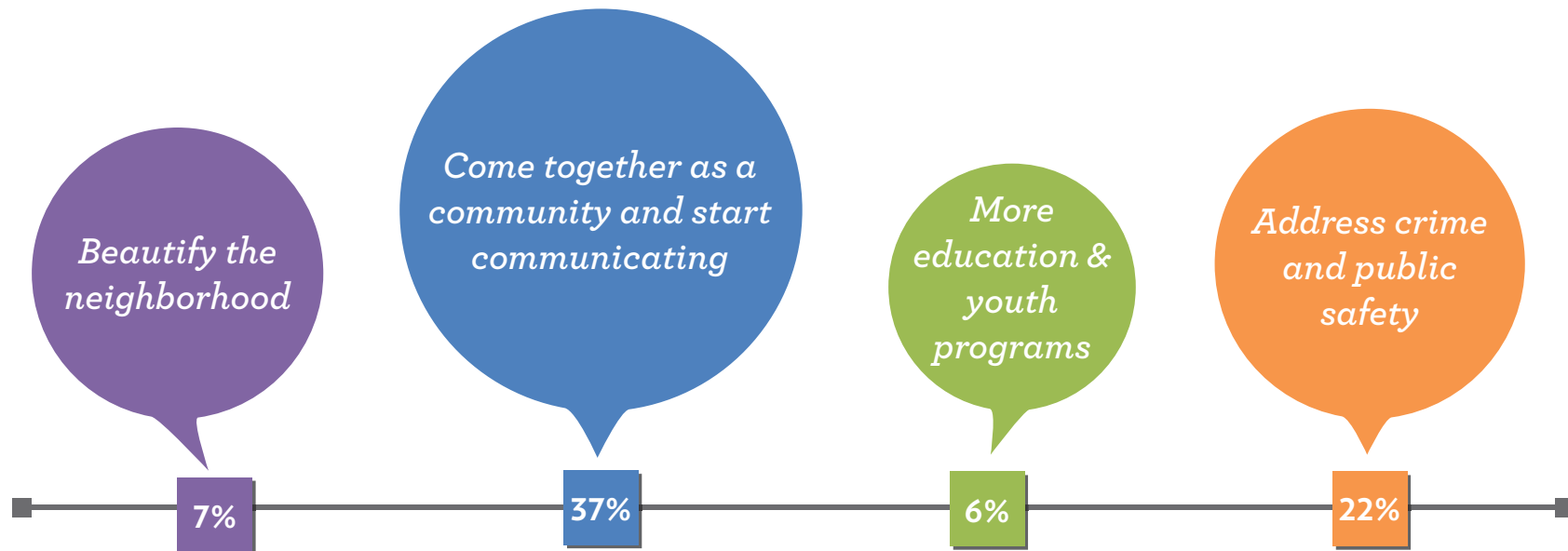
The West & Central Village Neighborhood Revitalization Strategy offered a chance for community residents to collaborate on action strategies that will help shape the future of the neighborhood.

Serving as the lead agency responsible for the implementation of these strategies, HFHGN’s vision is to incubate a community based decision-making body that will oversee the work.

Residents also believe that as a negative symptom of a fractured community, some of the most under-served residents experience difficulty obtaining services and accessing resources that are available to them. The strategies described in this section will equip HFHGN and the proposed West & Central Village Advisory Council to enhance communication within the community and to effectively disseminate information to the residents.

Figure 53

**Resident Survey Question: What can people in this neighborhood do to make it a better place to live?**



## Revitalization Strategies

### 1. Support the framework for community-based leadership.

HFHGN's Neighborhood Revitalization effort is based on a vision for strong resident leadership, and this planning effort has strengthened a coalition of residents and other community leaders to serve in that capacity. Serving as the lead agency to implement the action strategies detailed in this plan, HFHGN will start by organizing an Advisory Council to oversee for the revitalization efforts in the Study Area.

### 2. Establish the West & Central Village Hub.

Residents have commented that for a neighborhood with socio-economic characteristics like the West & Central Village, a physical gathering place for information is an important aspect of community building. This strategy proposes the establishment of a physical center called the West & Central Village Hub that will serve as a central place for information, resources, and programs.

The Hub's proposed location is HFHGN's first office and Coop Housing development, located at a highly visible corner of S. Orange Avenue and S. 6th Street. Despite the need for interior upgrade, this space is already being used for various community functions (see **Figure 49**). HFHGN anticipates hiring a full-time Neighborhood Revitalization Coordinator and possibly additional part-time staff at the Hub facility to spearhead the action strategies.

### 3. Launch a neighborhood marketing strategy to build a positive image and to attract economic investment.

Many residents believe that the Study Area is a good place to live and are frustrated that outside perception is focused only on negative aspects such as crime and poverty. As HFHGN engaged

in regular discussions with community residents the last several years, exploring different ideas about improving the quality of life and attracting new investments, the idea of rebranding the neighborhood began to emerge. Currently, the neighborhood is known by three different geographic names—the West Ward, the Central Ward, or the Westside.

This strategy proposes a consistent branding effort that promotes the use of West & Central Village as the neighborhood name. The initial steps include coordinating with the City and community groups to develop a multi-faceted marketing program.

### 4. Provide effective communication and marketing of existing programs, events, and services.

As detailed in page 42, there are many active organizations that provide a variety of services and programs for residents—particularly for low-income households in the neighborhood. Yet, residents have expressed frustration that there isn't a centralized system of communicating and marketing these programs, events, and services, and many are under-utilized as a result.

This strategy will utilize a shared online community calendar that showcases upcoming events for neighborhood groups and organizations. As a way to publicize the public meetings associated with the planning process, the planning team set up a shared Google calendar embedded into the project website. This online calendar will be prominently featured on the community website ([www.NewarkWestCentralVillage.org](http://www.NewarkWestCentralVillage.org)) and can serve as the go-to-place to see what's happening in the neighborhood.

Figure 54: HFNGN Office Hosting Kids Activities During Night Out 2016



Figure 55: Front entrance of the proposed Hub location



Figure 56: Frontage view on S. Orange Avenue



## Strategy 2: Community Safety

*Enhance safety for all residents by creating alliance between residents, police department and community stakeholders.*

### Revitalization Strategies

#### 1. Convene the Community Safety Task Force.

The members of the Community Safety Task Force that were convened for West & Central Village Neighborhood Revitalization Strategy will continue to meet together to further advance the objectives described in this section. HFHGN will assist members of the Task Force recruit additional partners, including education professionals and parents.

This Task Force recognizes the importance of working with the police officers in the 1st and 4th Precincts as well as local religious organizations and businesses.

#### 2. Prevent crime and illicit behavior at vulnerable locations, including vacant and blighted properties.

During the planning process, residents raised a number of concerns related to the maintenance of the public realm. Residents remarked that vacant properties, both lots and structures, attract illicit behavior such as drug trafficking and loitering that often lead to violent crime. The lack of sufficient street lighting was also cited as a big contributing factor in a negative perception of safety.

In this strategy, Community Safety Task Force will work with community partners such as Student Conservation Association, HFHGN's pool of volunteers, and other individuals/groups to regularly clean up vacant lots in the West & Central Village. In addition to working with the City of Newark to secure funding to install additional cobrahead street lamps, HFHGN will seek grant funding to install dusk-to-dawn porch light fixtures for homes

located in crime hot-spots within the West & Central Village (see case study profile below, **Figure 57**).

Lastly, the Community Safety Task Force will monitor locations of illegal activity, loitering, excessive noise, and other nuisance conditions. If properties owned by absentee landlords are frequent locations of nuisance behavior, the Community Safety Task Force will work with property city officials and police officers to keep negligent property owners accountable for the actions of their tenants.



### PORCH LIGHT PROGRAM Ogden, UT

Figure 57

Ogden's Porch Light Program is the outgrowth of meetings between residents in some of the city's oldest neighborhoods, the city's police and public works departments, and its local electric company, Utah Power and Light.

Financed with a \$120,000 Federal Economic Development Initiative Grant, the program relies on residents to install and maintain low-energy, high-output lights that come on automatically at dusk and go off at dawn.

Fliers announcing the program were distributed by community police officers, local inner-city Boy Scout troops, Neighborhood Watch groups, churches, schools and the county library. Newspaper and television coverage also helped boost interest.

Source: American City & County

### 3. Advocate for programs that foster closer relationship between police and residents.

Residents and police officers agree that the most effective and sustainable approaches to public safety involve a close relationship between police and residents. The Community Safety Task Force will engage in conversations with Newark Police about reinstating foot patrols, bicycle patrols, mobile substations, and other community policing programs, which were operational in the past but have been discontinued due to lack of funding. NPD officers mentioned during Steering Committee meetings and Community meetings that these programs made a noticeable impact. Upon the stoppage of these programs, the residents felt the difference in increased blight and crime.

Additionally, the Community Safety Task Force will educate the community about the importance of regular communication



**Figure 58: National Night Out 2016**

*Photo Credit - NJ Advance Media for NJ.com*

with the police (particularly the regularly scheduled precinct meetings). Prior to each meeting, invitations will be extended to representatives from religious organizations, non-profit groups, area schools, etc. Other opportunities to build trust and relationship include community cleanup days between residents and police officers/fire department staff.

Lastly, to equip and empower the police to engage in positive interactions with at-risk youth, the Community Safety Task Force will prepare for the officers a concise pamphlet that lists community and family service resources and contact information.

### 4. Mitigate dangerous environments for pedestrians and motorists.

In addition to concerns regarding crime and illicit behavior, residents of the West & Central Village are also mindful of traffic and pedestrian safety issues. Specifically mentioned was the typical speed at which motorists travel through the Avenues—particularly 14th Avenue and 15th Avenue that do not have stops, for the most part, through the neighborhood. Intersections at these 40-foot wide roads are not properly striped, and in many locations the stop signs are visually obscured by overgrown tree branches (see **Figure 59** on the following page).

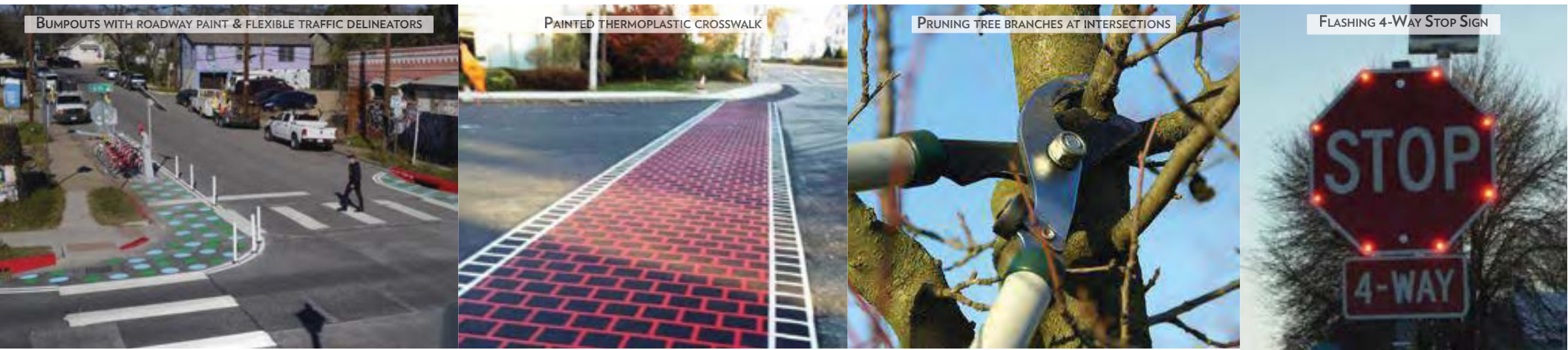
Community members proposed to work with city officials to restripe street lines and pedestrian crosswalks and install additional speed humps where feasible. Low-cost approaches to these proposed improvements are shown in **Figure 60** on the following page).

To maintain property sight lines for stop signs, HFHGN will with the Student Conservation Association's Newark Community Crew Program to perform routine maintenance of street trees.

Figure 59: Potentially Dangerous Conditions at a Typical Intersection in the Study Area (15th Avenue and S. 11th Street)



Figure 60: Examples of Low Cost Public Safety Improvements



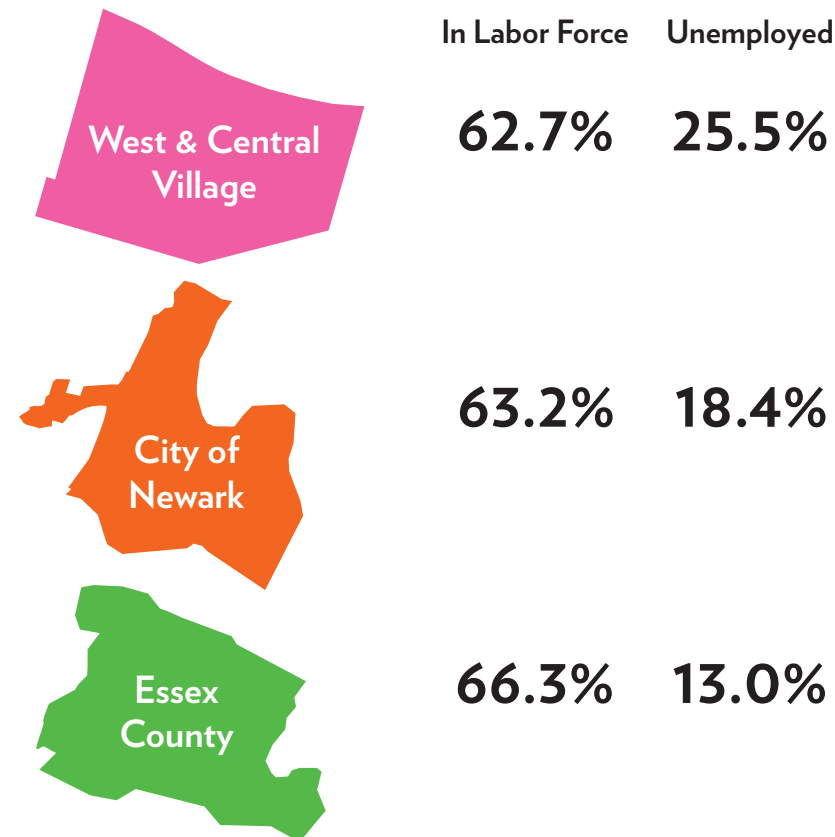


# Strategy 3: Jobs/Economic Opportunity

*Empower residents by helping them access resources necessary for acquiring and retaining employment.*

According to the 2015 ACS, the West & Central Village has a total of 6,868 residents 16 years-of-age and over and 62.7% of those individuals are participating in the labor force. The U.S. Census Bureau reports that more than one out of four residents (25.5%) participating in the labor force are unemployed. In comparison, the unemployment rates for the City of Newark and Essex County are 18.4% and 13.0%, respectively (**Figure 61**).

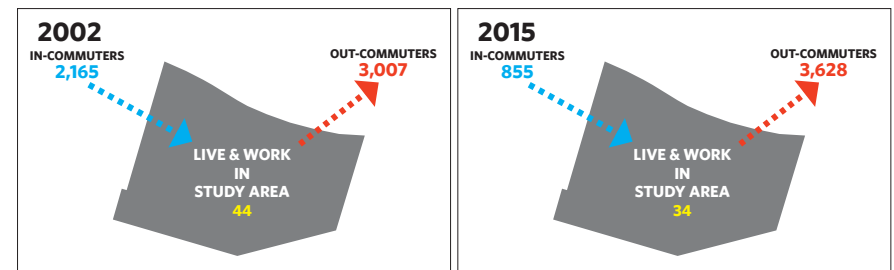
**Figure 61: Employment Status (Persons 16 Yrs+)**



Source: U.S. Census Bureau, Urban Partners

The Study Area has been a bedroom community for many years where residents commuted to other locations for work. Shown below in **Figure 62** are commuting patterns for West & Central Village in 2002 and in 2015. In 2002, a significant number of workers were commuting into the Study Area (2,165), but in 2015 that number had declined to just 855. Residents that also worked within the Study Area went from 44 in 2002 to 34 in 2015, while the total number of out-commuting workers went from 3,007 to 3,628.

**Figure 62: Commuting Patterns, 2002-2015**



Source: U.S. Census Bureau, Urban Partners

The strategies outlined in this section focus primarily on offering career services and workforce training, while working with community partners to reduce common barriers that first-time employees and citizens returning from prison face while seeking employment.

Additionally, the City has launched the West Ward Special Improvement District (SID) in 2016 to spearhead the revitalization of several corridors in the West Ward. S. Orange Avenue from Dover Street to Bergen Street is one of four corridors within the SID and requires thoughtful intervention by the City, community-based agencies, business community, and residents to overcome current challenges (**Figure 63** on the following page).

Figure 63: Current Challenges on S. Orange Avenue



GRAFFITI ON ROLL UP SECURITY DOOR



USED TIRE STORE LOCATED AT A PROMINENT INTERSECTION



LONG-TERM STRIP MALL VACANCY



MARGINALLY OPERATING STORES NEXT TO VACANT STORES AND LOTS

## Revitalization Strategies

### **1. Offer a variety of career and personal finance services.**

Financial Opportunity Centers (FOCs) are career and personal finance service centers supported by the Local Initiatives Support Corporation (LISC) that assist low- to moderate-income individuals build smart money habits and focus on the financial bottom line. New Community Corporation (NCC) Workforce Development Center, located inside the West & Central Village at the corner of S. Orange Avenue and Littleton Avenue, is a designated FOC that offer a variety of career and personal finance services including: credit counseling, employment services, financial coaching and literacy, and job preparation. The proposed strategies involve working with NCC to expand its FOC services and targeting recruitment of clients from the Study Area.

### **2. Improve access for neighborhood residents to training and entry to the workforce.**

Working with the City of Newark and large local institutions such as University Hospital, HFHGN will maintain a regularly updated list of job openings/job training resources and create multiple ways for residents to access this information. Recognizing that many first-time employees and individuals who have been out of the workforce for a prolonged period, HFHGN will work with Franciscan Charities, United Community Corporation, and other local partners to assist these individuals. Proposed initiatives involve helping individuals obtain proper legal identification and launching a program called Start Up Stipend that bridges the initial expenses incurred by a new employee (such as transportation, workplace clothing, lunch) to the first paycheck.

### **3. Work with returning citizens find employment and training in job skills.**

The West & Central Village has a considerable number of residents who have recently been released from prison.

Franciscan Charities has programs targeted for these returning citizens, offering mentoring opportunities that develop one-to-one relationships between community members and returning citizens. Additionally, Newark Community Solutions, which is a program that provides judges with increased sentencing options for non-violent offenses, also provides counseling, education, and training for employment and soft skills development. HFHGN will partner with Franciscan Charities and Newark Community Solutions to come alongside returning citizens striving to make positive changes in their lives.

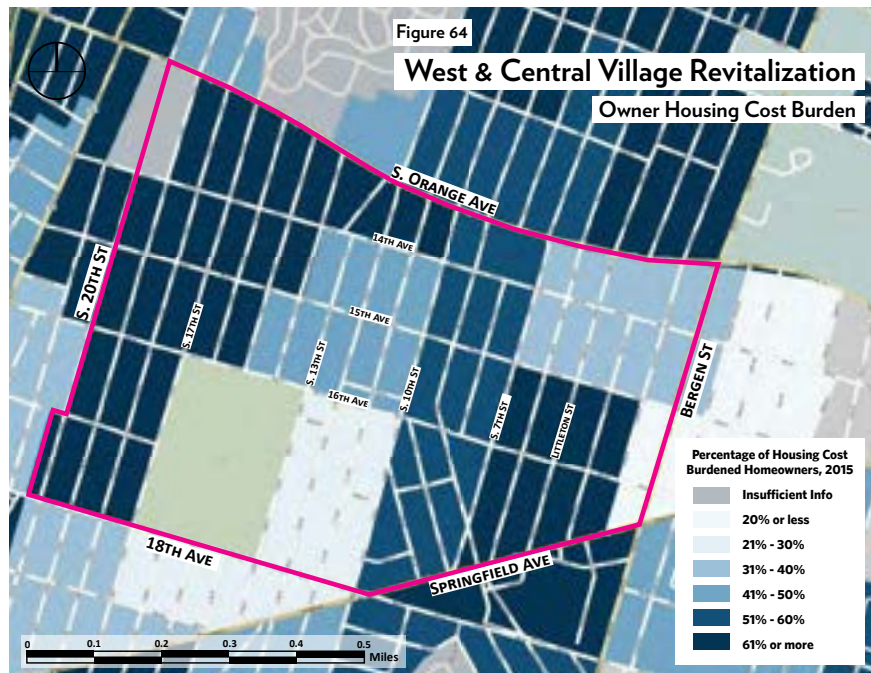
### **4. Upgrade commercial services/quality on commercial corridors.**

HFHGN and community partners will work with the City of Newark as it launches a multi-corridor Special Improvement District in the West Ward. The proposed initiatives of the SID include regular cleaning, coordination with the police to improve safety, code enforcement, and beautification/façade improvements. HFHGN will assist the City and the Partnership West Inc., the management entity established for the SID, to implement the planned initiatives and coordinate regular resident/stakeholder engagement process.

# Strategy 4: Housing

Housing affordability is a major issue in the Tri-State Area as a whole and the West & Central Village is no exception. Home prices and asking rents may be lower than other high-cost communities in the region, but the Study Area residents have a much lower household income. Residents report that it is very common for families and individuals to pay well above the 30 percent threshold for household income being devoted to housing costs (therefore, by definition, those households are “cost burdened”).

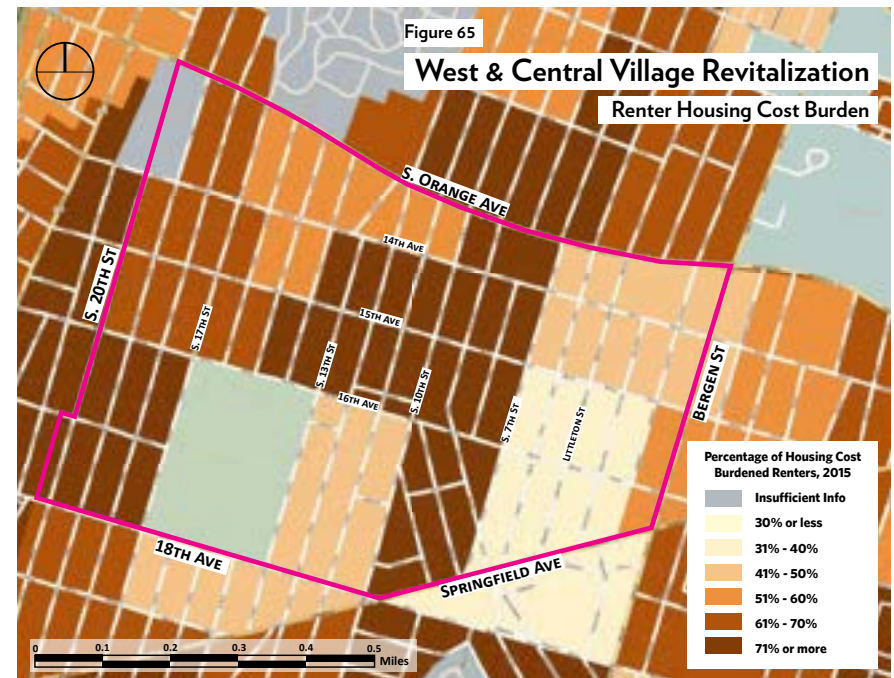
According to the 2015 ACS, a majority of homeowners in the Study Area are cost burdened (paying more than 30% of their household income on housing). **Figure 64** shows the percentage of homeowners who are cost burdened by block groups.



Source: U.S. Census Bureau, PolicyMap, Urban Partners

*Provide more affordable housing options, perform repairs and work with city officials to address vacant and blighted properties.*

Renter households are much more negatively affected by high housing costs. **Figure 65** shows in a majority of block groups located in the Study Area, more than 60% of the renters are devoting more than 30% of the household income to housing costs.



Source: U.S. Census Bureau, PolicyMap, Urban Partners

Residents of the West & Central Village aspire to own their own homes, but a series of challenges stand in their way: i) their own financial difficulties and credit issues; ii) the lack of affordable housing stock in the neighborhood; iii) the high real estate taxes that increase overall housing costs. The strategies in this section will address these challenges by launching a housing/financial literacy service and working with partner organizations to provide affordable housing units and advocating for lower taxes.

## Revitalization Strategie

### **1. Provide a counseling and support services to current and future homeowners in the Study Area.**

The Resident Survey included a series of questions that asked about the prospect of purchasing a home in the neighborhood. For those who responded “Yes, I would consider buying a home in the community,” 68.9% responded that their personal financial situation is the primary reason why they have not done so already. This data confirmed the need for housing counseling services to be located in the West & Central Village.

HFHGN is in the process of obtaining HUD certification as a housing counseling agency. Upon the completion of the certification process, which will likely be finalized in 2018, HFHGN will offer a range of housing counseling services from the West & Central Village Hub.

Additionally, HFHGN will work with quality local tradespeople to organize home maintenance workshops for current homeowners and on-the-job repair experience (flooring installation, other DIY projects for instance) at Habitat job sites.

### **2. Provide new construction or substantially renovated homes at formerly vacant properties.**

To help meet the large gap in affordable housing development in the city, HFHGN will continue its core mission of providing quality owner-occupied homes in the West & Central Village. Currently, HFHGN is working on completing four (4) owner-occupied homes on Littleton Avenue. Other on-going housing preservation efforts being managed by HFHGN include: critical repairs, home preservation/weatherization repairs, and the Fire Safety Campaign where HFHGN will coordinate the installation of smoke detectors and fire safety training.

Additionally, United Community Corporation is in the pre-development stages for a 21-unit mixed-income, rental community at S. 10th Street and Blum Street. It is anticipated that UCC’s project will require Low Income Housing Tax Credits to complete the affordable portion of the development.

Lastly, the City’s Model Neighborhood Initiative (MNI) program will be involved in the redevelopment or rehabilitation of up to 246 properties in the West & Central Village. HFHGN will assist the City and the private and non-profit developers participating in the program to implement the planned projects and coordinate regular resident/stakeholder engagement process.

### **3. Participate in a collaborative advocacy effort to keep real estate taxes affordable for low-income homeowners.**

High real estate taxes are a significant reason why housing costs are sometimes out of reach for Newark residents. This has a detrimental affect on low- to moderate-income homeowners in the Study Area as evidenced by the following example of a home purchased by an owner occupant on the 300 block of S. 6th Street. At a sale price of \$150,000, with today’s interest rates, assuming \$30,000 in downpayment (20%), the principal/interest on a 30-year mortgage would be approximately \$570/month. The real estate tax on that same property in 2017 was \$7,406 or \$617/month.

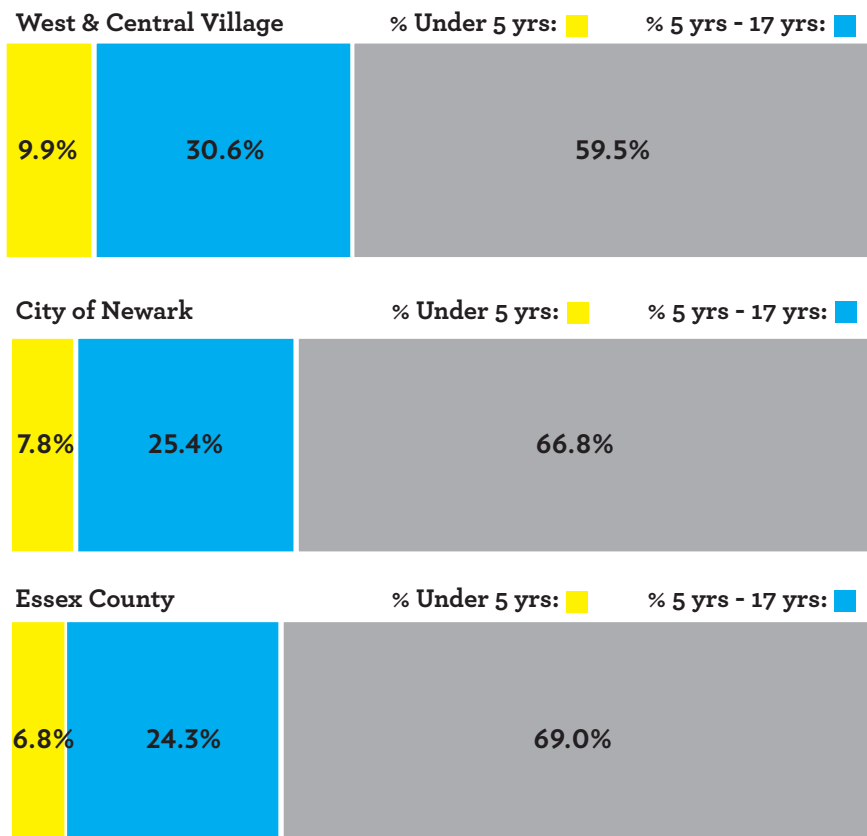
In an effort to advocate for low- to moderate-income homeowners in the West & Central Village, the city, and the region, HFHGN will identify a statewide lead organization in advocating for improved tax benefit for lower income homeowners, coordinate local support for that lead advocate, and encourage state officials to prioritize this issue.

# Strategy 5: Youth/Education

*Empower youth to achieve their potential by promoting educational and vocational resources in the neighborhood.*

West & Central Village is home to a large percentage of youth under 18 years of age. According to the Census Bureau, 40.5% of all residents of the Study Area are under 18 years-of-age, compared to 33.2% for the City of Newark, and 31.0% for Essex County. The percentage of children under the age of 5 are also high in the Study Area (9.9%) compared to Newark (7.8%) and Essex County (6.8%)(**Figure 66**).

**Figure 66: Percent of Residents Under 18 Yrs; Under 5 Yrs**



Within the Study Area, there are 10 public schools (six district public and four charter). Additionally, West Side High School and Cleveland Elementary School are located nearby (see **Figure 67** on the following page. Shown in **Table 11** are 4th Grade standardized test proficiency levels for the six elementary/middle schools in the Study Area. Compared to the Newark Public Schools and Statewide, all five schools are under-performing.

**Table 11: 4th Grade Standardized Test Proficiency Levels (2017)**

	4th Grade Language	4th Grade Math
South Seventeenth	20.9%	19.0%
Harriet Tubman	25.5%	21.6%
Camden Street	22.4%	6.0%
Fourteenth Avenue	13.3%	10.0%
Cleveland Elementary	26.2%	19.5%
Marion Thomas Charter	29.4%	12.8%
Newark Public Schools	29.6%	26.0%
Statewide	55.9%	47.3%

Source: New Jersey Department of Education

Shown below in **Table 12** are 10th Grade Language Arts and Math standardized test proficiency levels for the three high schools in or near the Study Area. Compared to the city and state, Marion Thomas Charter and West Side High are under-performing, while Bard High is testing at higher levels of proficiency.

**Table 12: 10th Grade Standardized Test Proficiency Levels (2017)**

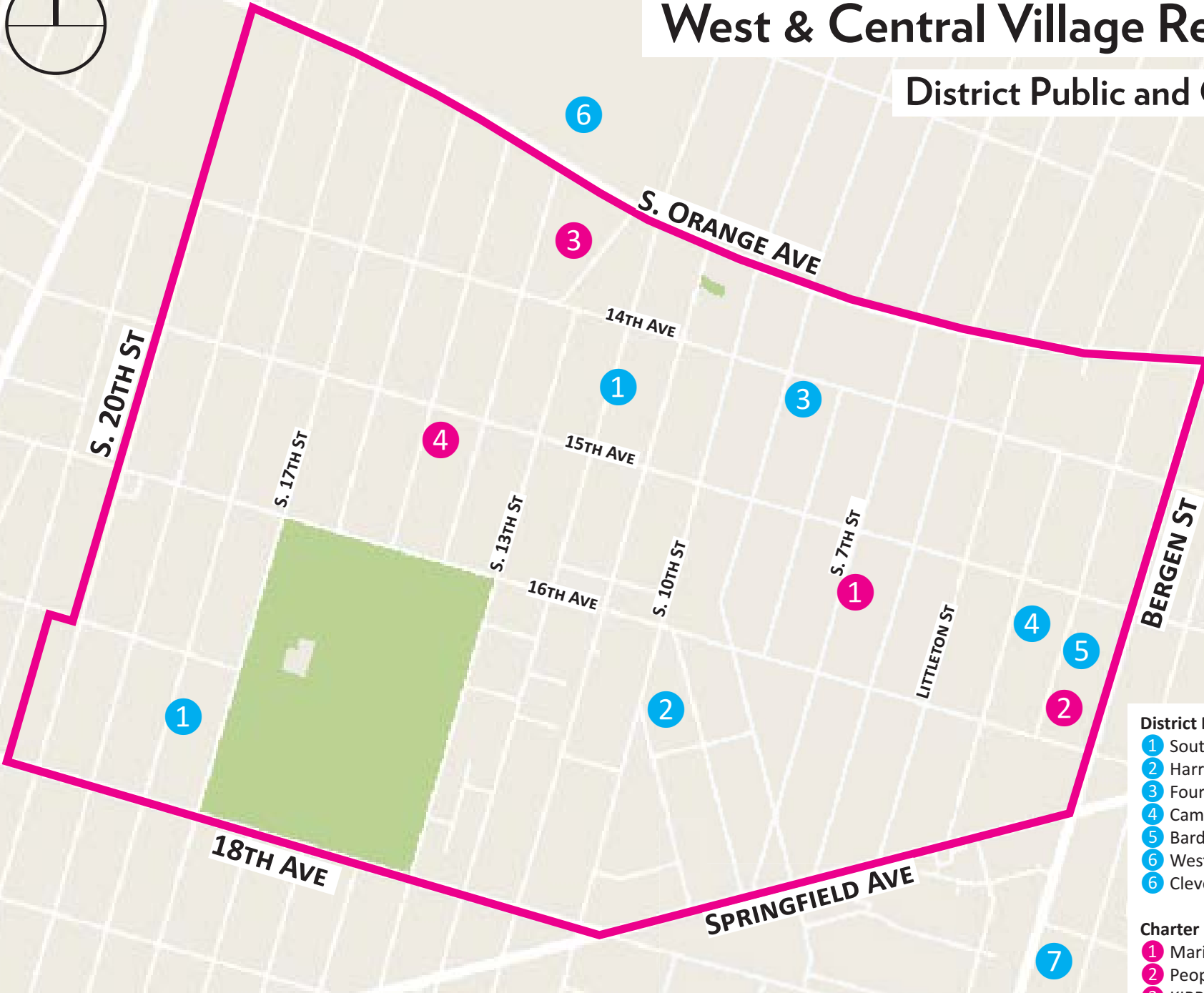
	10th Grade Language	10th Grade Math
Bard High	67.1%	3.8%
Marion Thomas Charter	34.0%	1.3%
West Side High	16.8%	7.5%
Newark Public Schools	26.8%	14.2%
Statewide	46.3%	47.3%

Source: New Jersey Department of Education

Figure 67

# West & Central Village Revitalization

## District Public and Charter Schools



- District Public**
- 1 South Seventeenth Street (K-8)
  - 2 Harriet Tubman (PK-6)
  - 3 Fourteenth Avenue (K-4)
  - 4 Camden Street (PK-8)
  - 5 Bard Early College High (9-12)
  - 6 West Side High (9-12)
  - 6 Cleveland Elementary (PK-8)
- Charter**
- 1 Marion Thomas Charter (PK-12)
  - 2 People's Prep (9-12)
  - 3 KIPP Rise Academy (4-8)
  - 4 West Side Park Middle (5-8)



The residents of the West & Central Village desire more opportunities for the young people to be nurtured, empowered, educated, and trained to be successful citizens that give back to the community. During the planning period, a common occurrence at various meetings was the mention of a program or service that is currently available for the youth but were underutilized or unfamiliar for the residents. A consensus had formed that a “resource center” that can provide walk-in counseling services and small workshops/seminars geared toward young people is an important component of this revitalization strategy.

There are successful models of youth empowerment programs that can be duplicated in the West & Central Village. The Lights On program offered at West Side High School is a night-time program at the school designed to keep youth off the streets (**Figure 68**). Every Friday during the school year and three times a



**Figure 68:** West Side High School Vice Principal Akbar Cook, who started the Lights On program at the school, with two students enjoying a movie.

week during the summer, students have access to free recreational activities such as sports, games, dancing, and makeup/hairstyling classes. A senior member of the Newark Public Schools served on the Steering Committee for this project and is currently working with HFHGN to explore the possibility of volunteer-base afterschool/tutoring program.

Another strong youth engagement partner is Student Conservation Association (SCA), which is a national organization dedicated to empowering young people in hands-on conservation service to local communities (**Figure 69**). SCA’s New Jersey Community Program provides high school students with year-long internships that culminate in paid summer jobs in the field of conservation and environmental stewardship. A representative from SCA served on the Steering Committee and has committed to targeted outreach for Study Area youth.



**Figure 69:** Students participating in SCA’s program. Much of their work involve environmental education and stewardship of natural resources.



## Revitalization Strategie

### 1. Provide a placed-based Resource Center for youth.

The establishment of the West & Central Village Hub facility provides an opportunity to utilize a portion of that space as a Youth Resource Center, with a primary target age group will be 16- to 24-years of age. The Resource Center will provide access to information and services, as well as other technological resources (computer, fax, printer, etc.).

### 2. Support youth empowerment programs that target high school aged youth.

This strategy builds on the strong partnership that has started to form between HFHGN and SCA during the planning period. In 2016, SCA's Newark Community Crew Program coordinated high school students to help maintain Essex County parks. During the summer, students can earn up to \$1,760 a month. With the assistance of HFHGN, SCA will embark on targeted outreach to Study Area high school students.

### 3. Work with existing partners to offer additional after-school activities and summer camps.

To serve the large numbers of children under the age of five, HFHGN will work with Study Area churches and community-based organizations to offer additional after-school activities and summer camps. Beulah Bible Cathedral Church, which hosted the first public meeting for this project, offer free summer camps for Study Area children. HFHGN has been supporting Beulah's Summer Camp for the past few years and now proposes to increase the scope and scale of the program.

Additionally, HFHGN will work with Newark Public Schools and its Community Engagement Specialists in the Study Area schools to explore the possibility of expanding after-school programs. The current vision is to establish volunteer based after-school

homework help and tutoring programs.

### 4. Empower parent and community members to be involved at local schools.

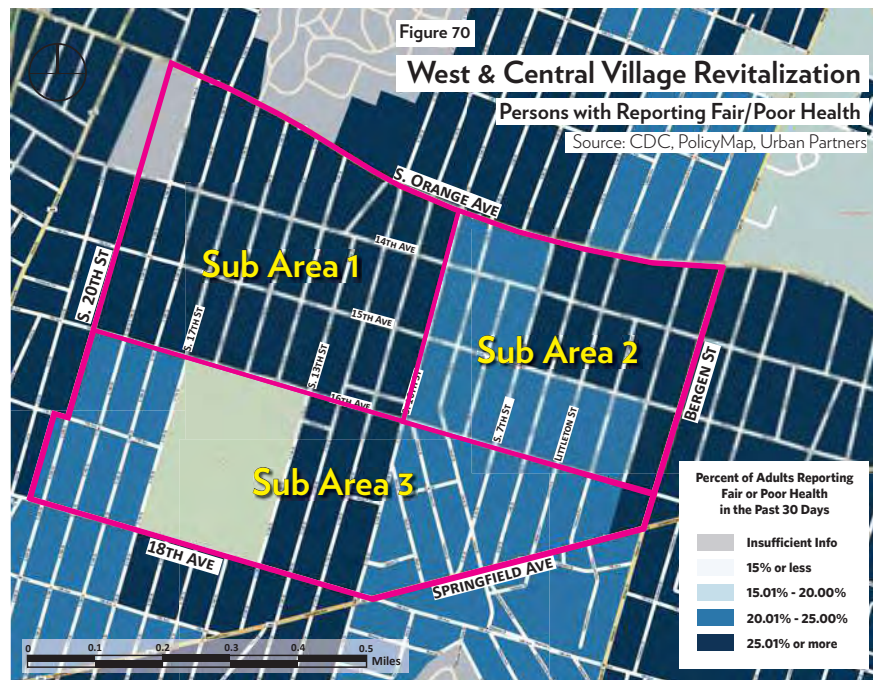
Residents are concerned with low parent participation in local public schools. A mantra that served as a collective aspiration for educational success is, *"Show me a successful student and I'll show you an involved parent."*

This strategy involves a set of action steps designed to increase parental involvement at the local schools. The Leaguers is a Newark-based early childhood education provider that also offer parent empowerment programs. In collaboration with HFHGN, the Leaguers will explore the possibility of creating a parent empowerment program based in Study Area elementary schools and preschool facilities.

# Strategy 6: Community Health

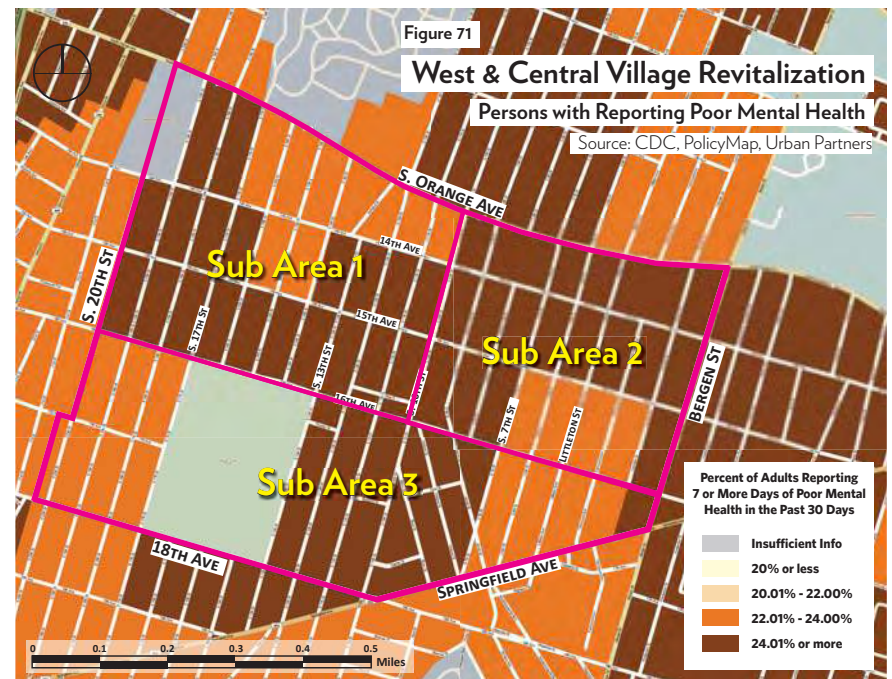
*Create mental and physical health awareness, promote preventive care and address behavioral issues in school aged children.*

Research data compiled by the Centers for Disease Control (CDC) in 2013 show that resident of West & Central Village suffer from chronic disease and have a low sense of physical and mental well-being. According to CDC’s Behavioral Risk Factor Surveillance System survey, a high percentage of Study Area residents reported “Fair or Poor” health in the previous 30 days. In every census tracts in the Study Area, more than 20% of the residents reported Fair or Poor health. The average for the Unites State and the State of New Jersey is 17.8% and 16.6%, receptively (**Figure 70**)



The residents also raised concern about the issue of mental healthcare. Again, CDC’s Behavioral Risk Factor Surveillance

System survey shows a high percentage of Study Area residents reporting seven or more days of poor mental health in the previous 30 days. The rate poor mental health in the Study Area is higher than the national and state average of 20.9% and 20.2%, receptively (**Figure 71**)



One of the major assets of the West & Central Village is the presence of University Hospital located just outside the Study Area on S. Orange Avenue. University Hospital is a one of just three Level-1 trauma centers in the state, capable of providing total care for every aspect of injury—from prevention through rehabilitation.

University Hospital operates numerous programs to improve the health of Newark's residents. In addition to hospital staff attending health fairs and conducting presentations throughout the community, University Hospital offers two programs within its facility that are addressing two key public health issues in Newark: diabetes and heart disease:

- Sweet Talk is a diabetes self-management course designed for adults with Type 2 Diabetes to help attendees independently manage diabetes and reduce additional health risks (**Figure 72**).
- Healthy Heart Program helps heart failure patients manage their care at home, with the goal of minimizing hospitalizations. A multidisciplinary team helps each patient live a heart healthy lifestyle by incorporating a healthy diet, regular exercise, behavioral changes and a regimen of medication.

Another strong partner organization located in Newark is the Clinic for Youth and Family Solutions, which is a nonprofit organization that provides counseling services to children. In addition to consulting with school staff to stabilize the learning environment for children with significant behavioral and emotional needs, counselors also provide one-on-one sessions at the outpatient clinic in Downtown Newark.

The following proposed action strategies for Community Health include working with University Hospital, the Clinic for Youth and Family Solutions, the YMCA of Newark, and other institutions/organizations involved in public health and wellness initiatives to improve the health and wellness of Study Area residents. Additionally, a community-based healthy eating initiative is proposed with plans for a community garden that will supply residents and local food banks fresh produce on a consistent basis.

**Figure 72:** Flier for Sweet Talk, University Hospital’s diabetes management course.

## Revitalization Strategie

### 1. Improve the health of Study Area residents.

HFHGN will work with strong community partners, such as University Hospital and the YMCA of Newark, to encourage residents to participate in health fairs and wellness workshops on preventable care and health screenings in the community and promote health insurance sign up services. Proposed strategies include aggressively marketing these events and programs in the community and providing transportation if needed for residents without automobiles.

### 2. Connect youth to mental health and counseling resources.

During the planning process, the community outreach officer from the Clinic for Youth and Family Solutions (CYFS) actively engaged with HFHGN to brainstorm collaborative efforts to

connect Study Area families and youth to counseling services offered by CYFS. The proposed action strategies are to continue working with CYFS to explore effective, targeted outreach efforts to West & Central Village residents and to expand the array of services that can be offered locally within the Study Area.

### 3. Promote healthy lifestyle through healthy food initiatives.

HFHGN will work with community partners to create a community garden to produce nutrient rich foods and vegetables to benefit the residents of the West & Central Village. A potential partner to help develop and maintain the community garden is SCA, which can mobilize high school students participating in the Community Crew Program. Another healthy food action strategy is to collect fresh produce once a week from a local farm (spring to fall) and delivering to St Ann's Soup Kitchen.



Figure 73: YMCA's Healthy Kids Day 2017

Appendix A

# IMPLEMENTATION MATRICS



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## NEIGHBORHOOD BUILDING - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
<b>1 Support the framework for community-based leadership.</b>						
1.1 - Establish an Advisory Council for West and Central Village revitalization.	- Host monthly advisory council meetings to engage key stakeholders and encourage the council members to act as liaisons between residents and govt agencies to help resolve challenges/concerns of residents.	Focus Area stakeholders	HFHGN	Year 1 to Year 5	\$2,500/year	WFRF
<b>2 Establish the West &amp; Central Village Hub.</b>						
2.1 - Establishing a physical center (the Hub) that serves as a central place for information, resources, and programs.	- Establish a resource center that will serve as a community hub and a go-to place for residents to get information on available services. Schedule a variety of workshops/meetings focusing on youth, family, economic and safety related topics to enhance quality of life of residents.	HFHGN	All partners and community stakeholders	Year 1 to Year 5	\$30,000 for Year 1, \$20,000/Year thereafter	HFHGN, WFRF
2.2 - Hire two Neighborhood Revitalization Coordinators to staff the resource center. One F/T and one P/T positions.	- Secure funding to hire staff to get the resource center in the West Ward established.	HFHGN	-	Year 1 to Year 5	F/T position \$45,000/Year, P/T position \$30,000/Year	WFRF
<b>3 Launch a neighborhood marketing strategy to build a positive image and to attract economic investment.</b>						
3.1 - Begin marketing the neighborhood as Newark's West & Central Village.	- Promote the use of Newark's West & Central Village brand on printed collateral for upcoming events, meetings and workshops.	HFHGN	All partners and community stakeholders	Year 1 to Year 5	\$5,000/Year	WFRF
<b>4 Provide effective communication and marketing of existing programs, events, and services.</b>						
4.1 - Initiate an online community calendar that lists upcoming events for neighborhood groups and organizations.	- Migrating webpage to a user friendly portal. Maintaining / updating website with plan developments, upcoming events, meetings, and workshops.	HFHGN	All partners and community stakeholders	Year 1 to Year 5	\$2,500/Year	WFRF

## NEIGHBORHOOD BUILDING - OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
<b>1 Support the framework for community-based leadership.</b>			
1.1 - Establish an Advisory Council for West and Central Village revitalization.	- Host monthly advisory council meetings to engage key stakeholders and encourage the council members to act as liaisons between residents and govt agencies to help resolve challenges/concerns of residents.	<ol style="list-style-type: none"> <li>1. Identify willing and engaged stakeholders to form Neighborhood Advisory Council.</li> <li>2. Officially form council by submitting necessary forms/ petitions to City or Newark PD.</li> <li>3. Create agenda/ mission statement.</li> <li>4. Vote on chair and co-chair of advisory council.</li> <li>5. Hold monthly community meetings with residents to address challenges and advocate to the appropriate agency.</li> <li>6. Keep record of meeting agendas, minutes, attendee lists, and key-note speakers.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of members on Neighborhood Advisory Council and held positions.</li> <li>2. # of actively involved stakeholders.</li> <li>3. # of held meetings (goal 1 per month).</li> <li>4. # of addressed and resolved issue.</li> <li>5. # of guest speakers invited to meetings.</li> <li>6. # of attendees of each meeting</li> </ol>
<b>2 Establish the West &amp; Central Village Hub.</b>			
2.1 - Establishing a physical center (the Hub) that serves as a central place for information, resources, and programs.	- Establish a resource center that will serve as a community hub and a go-to place for residents to get information on available services. A variety of workshops/meetings will be hosted focusing on youth, family, economic and safety related topics to enhance quality of life of residents	<ol style="list-style-type: none"> <li>1. Construct and furnish community hub to be ready for use by local residents.</li> <li>2. Install computers/printers/fax/internet etc.</li> <li>3. Establish guidelines and rules for use by community members.</li> <li>4. Monitor and record # of people served per day through sign-in log and follow-up log.</li> <li>5. Create and maintain a public calendar of events held at community hub.</li> <li>6. Create and develop monthly agendas of workshops/events at community hub.</li> <li>7. Schedule ongoing monthly community meetings with residents; invite guest speakers.</li> <li>8. Constantly update directory of available resources for the community.</li> <li>9. Establish a tracking system for referrals to other programs and resources</li> </ol>	<ol style="list-style-type: none"> <li>1. # of available equipment for community use.</li> <li>2. # of people served per day.</li> <li>3. # of people followed up with/ returning clients.</li> <li>4. # of referrals to other services.</li> <li>5. # of events, workshops, meetings.</li> <li>6. # of attendees of events, workshops, meetings</li> </ol>
2.2 - Hire two Neighborhood Revitalization Coordinators to staff the resource center. One F/T and one P/T positions.	- Secure funding to hire staff to get the resource center in the West Ward established.	<ol style="list-style-type: none"> <li>1. Create job description for both positions.</li> <li>2. Advertise open positions through appropriate channels.</li> <li>3. Screen and interview qualified candidates.</li> <li>4. Hire and on-board staff</li> </ol>	<ol style="list-style-type: none"> <li>1. # of staff positions for resource center (goal - 2 positions 1 F/T - 1 P/T)</li> </ol>
<b>3 Launch a neighborhood marketing strategy to build a positive image and to attract economic investment.</b>			
3.1 - Begin marketing the neighborhood as Newark's West & Central Village.	- Promote the use of Newark's West & Central Village brand on printed collateral for upcoming events, meetings and workshops.	<ol style="list-style-type: none"> <li>1. Create logo and branding material for Newark's West and Central Village.</li> <li>2. Encourage Neighborhood Advisory Council to adopt and promote name as they represent the community with different agencies.</li> <li>3. Monitor and record # of outgoing collateral with branding</li> </ol>	<ol style="list-style-type: none"> <li>1. # of outgoing collateral with branding logo.</li> <li>2. Measure brand visibility through random sample survey of neighborhood residents to see if they recognize the name, after a period of time .</li> </ol>



4 Provide effective communication and marketing of existing programs,

<p>4.1 - Initiate an online community calendar that lists upcoming events for neighborhood groups and organizations.</p>	<p>- Migrating webpage to a user friendly portal. Maintaining / updating website with plan developments, upcoming events, meetings, and workshops.</p>	<ol style="list-style-type: none"> <li>1. Migrate webpage to user-friendly portal.</li> <li>2. Gather information from community partners / stakeholders on upcoming events, meetings, and workshops in the community.</li> <li>3. Update calendar on weekly basis with information.</li> <li>4. Monitor and record # of visits to webpage.</li> <li>5. Link HFHGN webpage with Newark West and Central Village page.</li> <li>6. Capture effectiveness of webpage by asking "how did you learn about this event?" during sign-ins for every event as they occur.</li> <li>7. Create and update a directory of available resources for the community</li> </ol>	<ol style="list-style-type: none"> <li>1. # of participating community partners.</li> <li>2. # of events, workshops, and meetings posted on a regular basis.</li> <li>3. # of visits to webpage.</li> <li>4. survey assessing ease of use and accessibility by community residents.</li> <li>5. # of aware residents of webpage resources.</li> <li>6. # of available resources in directory</li> </ol>
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## COMMUNITY SAFETY- MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
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### 1 Convene the Community Safety Task Force.

1.1 - Work with the police officers in the 4th Precinct, residents, and churches to convene the Community Safety Task Force.	- Work with the police officers in the 4th Precinct, residents, and churches to convene the Community Safety Task Force.	Community Stakeholders and Partner Organizations	HFHGN	Year 1 to Year 5	Staff Time Only	-
	- Hold initial meeting. Invite representatives from religious organizations, non-profit groups, area schools, etc.	Community Stakeholders and Partner Organizations	HFHGN	Year 1 to Year 5	Staff Time Only	-
	- Hold regular meetings and promote communication between residents and law enforcement authorities	Community Stakeholders and Partner Organizations	HFHGN & Newark Police Department	Year 1 to Year 5	\$500/Year	HFHGN

### 2 Prevent crime and illicit behavior at vulnerable locations, including vacant and blighted properties.

2.1 - Install or repair surveillance cameras throughout the neighborhood and particularly in high crime sections.	-Work with the NPD and city officials to make sure that the cameras are repaired and properly maintained.	Newark Police Department	HFHGN	Year 1 to Year 5	TBD	City of Newark
2.2 - Add porch lights throughout the neighborhood.	-Work with other partner organizations and stakeholders to install porch lights near crossroads and hot spots where there is increased illicit behavior.	HFHGN	Residents	Year 1 to Year 5	\$10,000	WFRF
2.3 - Hold regularly scheduled community clean up events.	-Host semi-annual block clean up days and encourage residents/NPD/NFD to participate in cleaning their blocks.	HFHGN	Residents, Newark Police Department and Newark Fire Dept	Year 1 to Year 5	\$2,000/Year	HFHGN and Corporate Partners: Bloomberg, Panasonic, TD Ameritrade, Audible,
2.4 - Empower residents to take action against negligent landlords for nuisance behavior at their properties.	-Connecting residents to legal resources to prevent illegal activities that jeopardize tenants' well being.	Community Safety Task Force	HFHGN	Year 1 to Year 5	Staff Time Only	-

### 3 Advocate for programs that foster closer relationship between police and residents.

3.1 - Initiate conversations with Newark Police about reinstating community policing programs such as foot patrols, bicycle patrols, mobile substations, etc.	-Encourage residents to advocate for added services from the NPD.	NPD and Community Safety Task Force	HFHGN	Year 1 to Year 5	Staff Time Only	-
3.2 - Increase resident participation at regularly scheduled 4th Precinct meetings.	-Advertise NPD meetings on Community Calendar and host events at various locations in Focus Area.	HFHGN and NPD	UCC and Franciscan Charities	Year 1 to Year 5	Staff Time Only	-

3.3 - Provide police officers with information regarding community and family service resources.	-Regularly update NPD for upcoming neighborhood events and available resources/send community calendar.	HFHGN	Community Stakeholders and Partner Organizations	Year 1 to Year 5	Staff Time Only	-
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**4 Mitigate dangerous environments for pedestrians and motorists.**

4.1 - Advocate for Restriping street lines and pedestrian crosswalks. Install additional speed humps where feasible.	-Gather petitions for increased pedestrian safety measures especially for busy road junctions and near schools.	Community Safety Task Force	HFHGN	Year 1 to Year 5	Staff Time Only	-
4.2 - Improve sight lines for stop signs (i.e., remove tree overgrowth that screen stop signs).	- Work with the Student Conservation Association's Newark Community Crew Program to perform routine maintenance of street trees. (SCA to obtain city permits if needed)	Student Conservation Association	HFHGN	Year 1 to Year 5	\$15,840/Year	WFRF, SCA
4.3 - Distribute neon vests to residents based on need (preference to elderly, disabled and youth).	-Neon vests to be given to residents in focus area at no cost to increase pedestrian safety.	HFHGN	Partner Organizations	Year 1 to Year 5	\$450/Year	HFHGN

## COMMUNITY SAFETY- OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
<b>1 Convene the Community Safety Task Force.</b>			
1.1 - Work with the police officers in the 4th Precinct, residents, and churches to convene the Community Safety Task Force.	- Work with the police officers in the 4th Precinct, residents, and churches to convene the Community Safety Task Force.	<ol style="list-style-type: none"> <li>1. Identify willing and engaged community stakeholders to form Community Safety Taskforce.</li> <li>2. Work with Newark Police Department Community Affairs Officers from 1st and 4th Precinct on building relations with residents and addressing pressing safety and security concerns.</li> <li>3. Explore possibility of forming Neighborhood Block Watches.</li> <li>4. Vote on taskforce chair / co-chair.</li> <li>5. Hold monthly community meetings with residents to address challenges and advocate to the appropriate agency.</li> <li>6. Keep record of meeting agendas, minutes, attendee lists, and key-note speakers.</li> <li>7. Organize annual events with NPD and NFD to foster relationship with residents ex. block parties, annual BBQ, Back to School events, neighborhood cleanups</li> </ol>	<ol style="list-style-type: none"> <li>1. # of actively involved stakeholders.</li> <li>2. # of actively involved police officers.</li> <li>3. # of issues addressed and resolved.</li> <li>4. # of official block watches / block associations formed.</li> <li>5. # of community meetings held (goal 1 per month).</li> <li>6. # of organized events for community.</li> <li>7. # of attendees to meetings / events.</li> <li>8. # of donations received for events / parties</li> </ol>
	- Hold initial meeting. Invite representatives from religious organizations, non-profit groups, area schools, etc.		
	- Hold regular meetings and promote communication between residents and law enforcement authorities		
<b>2 Prevent crime and illicit behavior at vulnerable locations, including vacant and blighted properties.</b>			
2.1 - Install or repair surveillance cameras throughout the neighborhood and particularly in high crime sections.	-Work with the NPD and city officials to make sure that the cameras are repaired and properly maintained.	<ol style="list-style-type: none"> <li>1. Closely monitor progress of repaired and newly installed cameras with NPD through quarterly meetings.</li> <li>2. Assess effectiveness of installed cameras in crime hotspots as a preventive measure through community perception surveys.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of repaired/ newly installed security cameras (goal 125).</li> <li>2. assessing effectiveness in reducing crime rate (NPD stats).</li> <li>3. Community safety perception survey.</li> </ol>
2.2 - Add porch lights throughout the neighborhood.	-Work with other partner organizations and stakeholders to install porch lights near crossroads and hot spots where there is increased illicit behavior.	<ol style="list-style-type: none"> <li>1. Identify key areas and crime hotspots where porch lights would be most effective.</li> <li>2. Assess feasibility of installing porch on homes in the neighborhood by gaining consent from homeowner / landlord.</li> <li>3. Deploy volunteers / staff to install lights.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of porch lights to be installed (goal 100).</li> <li>2. # of households served.</li> <li>3. # of volunteers participating.</li> <li>4. assessing effectiveness in reducing crime rate (NPD stats).</li> <li>5. Community safety perception survey.</li> </ol>
2.3 - Hold regularly scheduled community clean up events.	-Host semi-annual block clean up days and encourage residents/NPD/NFD to participate in cleaning their blocks.	<ol style="list-style-type: none"> <li>1. Organize semi-annual block clean up with NPD and NFD to foster relationship with residents.</li> <li>2. Distribute flyers to create awareness and encourage resident participation.</li> <li>3. Seek NPD, NFD, and community organization input and participation via donating materials, marketing, or volunteering.</li> <li>4. Provide food, refreshments, and possible entertainment.</li> <li>5. Encourage beautification projects including plant or trimming trees, shrubs, or flowers, painting fences, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of block clean-ups organized.</li> <li>2. # of active resident participants.</li> <li>3. # of NPD, NFD, and Community Partners participating.</li> <li>4. # of donated supplies, food, refreshments, and entertainment.</li> <li>5. # of beautification projects (BWK) completed or initiated.</li> <li>6. # of city blocks cleaned.</li> </ol>
2.4 - Empower residents to take action against negligent landlords for nuisance behavior at their properties.	-Connecting residents to legal resources to prevent illegal activities that jeopardize tenants' well being.	<ol style="list-style-type: none"> <li>1. Connect tenants with available resources to hold negligent landlords liable.</li> <li>2. Establish follow-up system to ensure tenants are reaching results.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of tenants referred to services.</li> <li>2. # of concerns addressed and solved.</li> </ol>

**3 Advocate for programs that foster closer relationship between police and residents.**

3.1 - Initiate conversations with Newark Police about reinstating community policing programs such as foot patrols, bicycle patrols, mobile substations, etc.	-Encourage residents to advocate for added services from the NPD.	1. Scheduling meetings and following up on feasibility of improving police presence and accessibility. 2. Gather resident support to advocate for increased services from NPD at City Council meetings, etc.	1. # of Community Taskforce meetings / efforts to advocate for services
3.2 - Increase resident participation at regularly scheduled 4th Precinct meetings.	-Advertise NPD meetings on Community Calendar and host events at various locations in Focus Area.	1. Promote NPD ComStat and Community Meeting dates/times on Public Calendar. 2. Encourage residents to voice concerns at NPD community meetings.	1. # of active resident participants
3.3 - Provide police officers with information regarding community and family service resources.	-Regularly update NPD for upcoming neighborhood events and available resources/send community calendar.	1. Distribute printed collateral to NPD Community Affairs Officers. 2. Allow NPD officers to refer clients to community hub for information on services	1. # of residents referred by NPD. 2. # of printed collateral distributed to NPD

**4 Mitigate dangerous environments for pedestrians and motorists.**

4.1 - Advocate for Restriping street lines and pedestrian crosswalks. Install additional speed humps where feasible.	-Gather petitions for increased pedestrian safety measures especially for busy road junctions and near schools.	1. Gather support from residents via petitions, advocacy efforts to install speed humps where needed or restripe crosswalks. 2. Follow up with City Council Offices to ensure progress is being made and completed.	1. # of speed humps installed and crosswalk restriped.
4.2 - Improve sight lines for stop signs (i.e., remove tree overgrowth that screen stop signs).	- Work with the Student Conservation Association's Newark Community Crew Program to perform routine maintenance of street trees. (SCA to obtain city permits if needed)	1. Coordinate and schedule w/ SCA when crews will be able to groom trees on monthly basis.	1. # of trees groom on city / county roads. 2. # of improved roads.
4.3 - Distribute neon vests to residents based on need (preference to elderly, disabled and youth).	-Neon vests to be given to residents in focus area at no cost to increase pedestrian safety.	1. Order and distribute neon vests to neighborhood residents. 2. Advocate the importance of wearing neon vests at night to increase pedestrian safety, especially in poorly-lit streets.	1. # of vests distribute (goal 150 per year).

## JOBS/ECONOMIC OPPORTUNITY - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
<b>1 Offer a variety of career and personal finance services.</b>						
1.1 - Connect with existing Financial Opportunity Center (FOC) for employment and career counseling, one-on-one financial coaching/education and low-cost financial products.	- Develop procedures for referral between FOC and the Resource Center at the W&C Village Hub.	HFHGN	NCC	Year 1	Staff Time Only	-
1.2 - Assist unemployed residents complete the intake application for the Newark 2020 Program and with other job opportunities.	- Work with City of Newark and FOC to develop intake and application process ; request for additional job counselor.	NCC	HFHGN	Year 1	\$30,000/Year	WFRF, NCC
<b>2 Improve access for neighborhood residents to training and entry to the workforce.</b>						
2.1 - Maintain a regularly updated list of available jobs, particularly at large local institutions such as University Hospital.		Habitat	NCC	Year 1	Staff Time Only	-
2.2 - Expand identification documentation program including support for returning citizens.	- For residents who don't have any form of ID's, start with obtaining birth certificate and then getting a state issued ID card.	Franciscan Charities	HFHGN	Year 1 to Year 5	\$20,000/Year	WFRF, Franciscan Charities, Other Foundations
2.3 - Create a Start Up Stipend program that bridges the initial expenses incurred by an employee (such as transportation, workplace clothing, lunch) to the first paycheck.		Franciscan Charities/ UCC	HFHGN	Year 2 to Year 5	\$20,000/Year	WFRF, Franciscan Charities, Other Foundations
<b>3 Work with returning citizens find employment and training in job skills.</b>						
3.1 - Develop one-to-one relationships between community members and returning citizens.		Franciscan Charities	HFHGN	Year 1 to Year 5	\$20,000/Year	WFRF, Franciscan Charities, Other Foundations
3.2 - Provide transitional employment/soft skills development for ex-offenders rejoining the workforce.		New Community Solutions	HFHGN	Year 1 to Year 5	\$10,000/Year	WFRF, NCS, Other Foundations

4 Upgrade commercial services/quality on commercial corridors.

5.1 - West Ward SID Program elements on S. Orange Avenue including regular cleaning, coordination with the police to improve safety, code enforcement, and beautification/facade improvements.	- Implement the planned initiatives and coordinate regular resident/stakeholder engagement process.	West Ward SID	HFHGN	Year 1 to Year 5	TBD	TBD
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## JOBS/ECONOMIC OPPORTUNITY - OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
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### 1 Offer a variety of career and personal finance services.

1.1 - Connect with existing Financial Opportunity Center (FOC) for employment and career counseling, one-on-one financial coaching/education and low-cost financial products.	- Develop procedures for referral between FOC and the Resource Center at the W&C Village Hub.	<ol style="list-style-type: none"> <li>1. Develop in-take process.</li> <li>2. Conduct need-based evaluation.</li> <li>3. Refer clients to appropriate service according to need with referral letter.</li> <li>4. Follow up with client progress to assess successful completion of goal</li> </ol>	<ol style="list-style-type: none"> <li>1. # of people referred to FOC.</li> <li>2. # of people advancing to jobs / careers.</li> <li>3. # of people completing job training courses.</li> <li>4. # of people completing financial coaching</li> </ol>
1.2 - Assist unemployed residents complete the intake application for the Newark 2020 Program and with other job opportunities.	- Work with City of Newark and FOC to develop intake and application process ; request for additional job counselor.	<ol style="list-style-type: none"> <li>1. Coordinate with City of Newark and FOC to learn application process and the supporting role HFHGN/community hub may play.</li> <li>2. Develop in-take process for job-seekers.</li> <li>3. Assist in streamlining the process for 2020 Job program with job-seeker.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of people assisted through application process.</li> <li>2. # of people advancing to jobs</li> </ol>

### 2 Improve access for neighborhood residents to training and entry to the workforce.

2.1 - Maintain a regularly updated list of available jobs, particularly at large local institutions such as University Hospital.		1. Collect and regularly update a list of jobs from community stakeholders as well as local institutions / agencies.	<ol style="list-style-type: none"> <li>1. # of participating hiring institutions, local businesses, and stakeholders.</li> <li>2. # of job seekers matched with job opportunities</li> </ol>
2.2 - Expand identification documentation program including support for returning citizens.	- For residents who don't have any form of ID's, start with obtaining birth certificate and then getting a state issued ID card.	<ol style="list-style-type: none"> <li>1. Develop in-take process.</li> <li>2. Conduct need-based evaluation.</li> <li>3. Facilitate application process for birth certificate and state I.D.</li> <li>4. Follow up with client progress to assess successful completion of goal.</li> </ol>	1. # of people obtaining B.C. and/or state I.D. through program (goal 100).
2.3 - Create a Start Up Stipend program that bridges the initial expenses incurred by an employee (such as transportation, workplace clothing, lunch) to the first paycheck.		<ol style="list-style-type: none"> <li>1. Develop in-take process.</li> <li>2. Conduct need-based evaluation.</li> <li>3. Disperse stipend with appropriate proof of employment.</li> <li>4. Follow up with client progress to assess successful completion of goal.</li> </ol>	1. # of people obtaining Start up stipend through program (goal 100).

### 3 Work with returning citizens find employment and training in job skills.

3.1 - Develop one-to-one relationships between community members and returning citizens.		<ol style="list-style-type: none"> <li>1. Develop in-take process.</li> <li>2. Conduct need-based evaluation.</li> <li>3. Help enable returning citizens integration into society through program.</li> <li>4. Refer clients to appropriate service(s) according to need with referral letter.</li> <li>5. Follow up with client progress to assess successful completion of goal</li> </ol>	1. # of people served through program and various services referred.
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3.2 - Provide transitional employment/soft skills development for ex-offenders rejoining the workforce.		<ol style="list-style-type: none"> <li>1. Develop in-take process.</li> <li>2. Conduct need-based evaluation.</li> <li>3. Help enable returning citizens develop job skills and locate suitable employment.</li> <li>4. Follow up with client progress to assess successful completion of goal.</li> </ol>	<ol style="list-style-type: none"> <li>1. # of people receiving job skills.</li> <li>2. # of people interviewing for positions.</li> <li>3. # of people hired due to program's assistance</li> </ol>
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**4 Upgrade commercial services/quality on commercial corridors.**

5.1 - West Ward SID Program elements on S. Orange Avenue including regular cleaning, coordination with the police to improve safety, code enforcement, and beautification/facade improvements.	- Implement the planned initiatives and coordinate regular resident/stakeholder engagement process.	To be determined in consultation with the City.	To be determined in consultation with the City.
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## HOUSING - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
<b>1 Provide a counseling and support services to current and future homeowners in the Study Area.</b>						
1.1 - Provide pre-purchase counseling and foreclosure prevention services in the Study Area.	- Once approved by HUD as certified housing agency: hire housing counselor (part-time); promote availability of services; engage West & Central Village homeowners and prospective home purchasers	HFHGN	-	Certification- Year 1; services begin Year 2	\$42,500/Year	WFRF, HFHGN, HUD
1.2 - Provide home maintenance support for current owners.	- Develop roster of quality local tradespeople for referral to neighborhood homeowners. - Provide workshops on basic home maintenance at Resource Center (Homeownership 101). - Provide specialized repair experience (flooring installation, for instance) to Habitat job sites.	HFHGN	NCC	Year 1 to Year 5	Staff & Volunteer Time Only	-
<b>2 Provide new construction or substantially renovated homes at formerly vacant properties.</b>						
2.1 - Complete new affordable housing development projects on vacant lots. Do critical repairs, weatherization and home preservation related repairs on existing homes and Fire Safety Campaigns	- Complete HFHGN's homeowner project on Littleton Avenue--4 units.	HFHGN	-	Year 2 to Year 3	\$720,000	HGNGN
	- Critical Repairs, Home Preservation and Weatherization repairs on at least 20 homes in the focus neighborhood over the 5 year period.	HFHGN	PSEG and other Partners	Year 2 to Year 5	\$400,000	HFHGN , PSEG, and Others TBD
	Fire Safety Campaign: Installing smoke detectors and fire safety training in at least 40 homes in the focus neighborhood.	HFHGN	American Red Cross	Year 2 to Year 5	\$2,500	HFHGN, ARC
	- UCC's upcoming 21-unit mixed-income, rental community at S. 10th Street and Blum Street.	UCC	-	Year 4	\$3.15 million	UCC
2.2 - West Ward Model Neighborhood Initiative: Redevelopment or Rehabilitation of up to 246 properties.		Private Developers	City of Newark	Year 1 to Year 5	TBD	TBD
<b>3 Participate in a collaborative advocacy effort to keep real estate taxes affordable for low-income homeowners.</b>						
3.1 - Support statewide efforts to make NJ Homestead Benefit Program more effective	- Identify statewide lead organization in advocating for improved tax benefit for lower	HFHGN	Community Partners and stakeholders	Year 1 to Year 5	\$5,000	TBD

## HOUSING - OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
<b>1 Provide a counseling and support services to current and future homeowners in the Study Area.</b>			
1.1 - Provide pre-purchase counseling and foreclosure prevention services in the Study Area.	- Once approved by HUD as certified housing agency: hire housing counselor (part-time); promote availability of services; engage West & Central Village homeowners and prospective home purchasers.	1. Develop in-take process. 2. Provide housing counseling	1. # of people received housing counseling services.
1.2 - Provide home maintenance support for current owners.	- Develop roster of quality local tradespeople for referral to neighborhood homeowners. - Provide workshops on basic home maintenance at Resource Center (Homeownership 101). - Provide specialized repair experience (flooring installation, for instance) to Habitat job sites.	1. Develop in-take process & assess the need. 2. conduct homeownership maintenance workshops to existing and new homeowners. 3. coordinate hands-on repair or new construction experience through HFHGN volunteering. 4. create community directory of local contractors / tradespeople.	1. # of people participating in homeownership maintenance workshops. 2. # of people referred to volunteer on HFHGN job site. 3. # of local contractors and tradespeople listed in directory
<b>2 Provide new construction or substantially renovated homes at formerly vacant properties.</b>			
2.1 - Complete new affordable housing development projects on vacant lots. Do critical repairs, weatherization and home preservation related repairs on existing homes and Fire Safety Campaigns	- Complete HFHGN's homeowner project on Littleton Avenue--4 units.	1. Construct 4 single family homes. 2. Conduct homeownership program orientations to find qualifying families. 3. Screen and qualify families for HFHGN Homeownership.	1. goal - 4 families in newly constructed homes.
	- Critical Repairs, Home Preservation and Weatherization repairs on at least 20 homes in the focus neighborhood over the 5 year period.	1. Conduct critical repair orientations in focus area. 2. Screen and qualify families for CR program based on criteria. 3. Assess budget for each repair project. 4. determine the approach to repair project (volunteers vs. licensed contractors).	1. goal - min of 20 critical repairs.
	Fire Safety Campaign: Installing smoke detectors and fire safety training in at least 40 homes in the focus neighborhood.	1. Schedule appointments with homeowners for smoke alarm installs. 2. Conduct Fire Safety training. 3. Organize Fire Safety Canvassing Campaigns in focus neighborhood.	1. goal - min of 40 households.
	- UCC's upcoming 21-unit mixed-income, rental community at S. 10th Street and Blum Street.	1. Construct 21-rental units. 2. Screen and qualify families.	1. goal - 21 newly constructed units.
2.2 - West Ward Model Neighborhood Initiative: Redevelopment or Rehabilitation of up to 246 properties.		1. Monitor and support City efforts in Model Neighborhood Redevelopment plan	1. goal - rehab up to 246 properties

3 Participate in a collaborative advocacy effort to keep real estate taxes affordable for low-income homeowners.

<p>3.1 - Support statewide efforts to make NJ Homestead Benefit Program more effective for West &amp; Central Village homeowners</p>	<p>- Identify statewide lead organization in advocating for improved tax benefit for lower income homeowners; coordinate local support for that lead advocate; encourage state officials to prioritize this issue</p>	<p>1. Connect homeowners with organizations advocating for lower property taxes. 2. Support residents to urge state officials to expedite progress on this issue. 3. Educate homeowners on NJ Homestead Benefit Program.</p>	<p>1. # of residents advocating for enforcement of NJ Homestead Benefit Program.</p>
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## YOUTH/EDUCATION - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
<b>1 Provide a placed-based Resource Center for youth in the Study Area.</b>						
1.1 - Utilize space at the Hub for the youth activity (primarily target age of 16 to 24 years-of-age)	- Provide access to services and resources at center (computer, fax, printer, etc.) as assistance with common college application	HFHGN	Community Partners	Year 1 to Year 5	Staff Time Only	-
<b>2 Support youth empowerment programs that target high school aged youth.</b>						
2.1 - Work with SCA in its Newark Community Crew Program, and UCC's entrepreneurial program based in local schools.		SCA, UCC	HFHGN	Year 1 to Year 5	\$50,000/Year	Private Foundations
<b>3 Work with existing partners to offer additional after-school activities and summer camps.</b>						
3.1 - Work with Beulah Bible Cathedral Church for free summer camp for kids.		Beulah Bible Cathedral	HFHGN	Year 1 to Year 5	\$1,200/Year	HFHGN
3.2 - Work with the Newark School District and Community Engagement Specialists in Study Area schools to explore the possibility of expanding programs.	- Work with focus area schools to establish volunteer based afterschool home-work help / tutoring programs	HFHGN, Community Residents	Newark Public Schools	Year 1 to Year 5	\$5,000/Year	TBD
<b>4 Empower parent and community members to be involved at local schools.</b>						
4.1 - Work with the Leaguers to explore possibility of creating a Parent Academy at Study Area schools.		The Leaguers	HFHGN	Year 1 to Year 5	\$10,000/Year	WFRF, the Leaguers
4.2 - Work with the Leaguers to offer parental support programs for pre-school aged parents.		The Leaguers	HFHGN	Year 1 to Year 5	\$10,000/Year	WFRF, the Leaguers

## YOUTH/EDUCATION - OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
<b>1 Provide a placed-based resource center for youth in the Study Area.</b>			
1.1 - Utilize space at the Hub for the youth activity (primarily target age of 16 to 24 years-of-age)	- Provide access to services and resources at center (computer, fax, printer, etc.) as assistance with common college application	1. Organize youth centric activities, workshops, or events such as (back to school events, common college application workshops, etc.). 2. Manage access to community hub resources.	1. # of youth participating in activities / workshops. 2. # of youth utilizing community hub resources.
<b>2 Support youth empowerment programs that target high school aged youth.</b>			
2.1 - Work with SCA in its Newark Community Crew Program, and UCC's entrepreneurial program based in local schools.		1. Support increased youth participation in both programs. 2. Facilitate SCA program recruitment and orientations at community hub. 3. Coordinate collaborative events with SCA and UCC.	1. # of referred youth participating in SCA (goal 7 youth). 2. UCC programs
<b>3 Work with existing partners to offer additional after-school activities and summer camps.</b>			
3.1 - Work with Beulah Bible Cathedral Church for free summer camp for kids.		1. Support BEE Camp logistics and coordination. 2. Hold parent orientation. 3. Develop summer camp schedule of events and field trips. 4. Ensure breakfast, lunch, and snacks are provided via SunUp Program. 5. Organize "End of Summer Camp Family Day" .	1. # of participating youth. 2. # of activities / field trips organized. 3. # of families served
3.2 - Work with the Newark School District and Community Engagement Specialists in Study Area schools to explore the possibility of expanding programs.	- Work with focus area schools to establish volunteer based afterschool home-work help / tutoring programs	1. Contact school principals to study feasibility of establishing afterschool home work help / tutoring program. 2. Coordinate with Newark Public Schools to support logistics. 3. Promote to parents benefits of their student participation. 4. Help recruit educators/ student-tutors as volunteers for program.	1. # of participating students. 2. # of volunteer tutors (goal 2). 3. # of days/times program is scheduled.
<b>4 Empower parent and community members to be involved at local schools.</b>			
4.1 -Provide parents with enrichment opportunities via community learning center programs	- Work with the Leaguers.	1. Support the development of afterschool program for preschoolers and community learning center for parents.	1. # of participating students in afterschool program (goal - 50). 2. # of participating parents in community learning center (goal - 30).
4.2 - Offer parental support programs for pre-school aged parents.	- Work with the Leaguers.	1. Support the development of the Parent Engagement Resource Hub, an information and resource service designed to improve knowledge and availability of Mental Health Service for children and families.	1. # of participating families in resource hub.

## COMMUNITY HEALTH - MILESTONES & FUNDING

Strategies	Action Steps	Responsible Party	Supporting Party	Time frame	Budget	Funding Source
<b>1 Improve the health of Study Area residents.</b>						
1.1 - Encourage residents to participate in health fairs and wellness workshops on preventable care and health screenings in the community and promote health insurance sign up services.	- Aggressively market the health fairs and health screening workshops in the community being hosted by area hospitals such as University Hospital and provide transportation if needed to health fairs 3-4 times a year	HFHGN	University Hospital, Beth Israel	Year 1 to Year 5	\$10,000/Year	WFRF
<b>2 Connect youth to mental health and counseling resources.</b>						
2.1 - Work with Youth Development Clinic to refer counseling services to families in the Study Area.		Clinic for Youth and Family Solutions, HFHGN	-	Year 1 to Year 5	\$5,000/Year	WFRF
<b>3 Promote Healthy Lifestyle through healthy food initiatives.</b>						
3.1 - Create a community garden to produce nutrient rich foods and vegetables to benefit residents in the Study Area.	- Partner with SCA to recruit local high school students and crew leaders to establish and develop the garden	SCA	HFHGN	Year 1 to Year 5	\$14,940/Year	WFRF, Other Foundations
3.2 - Deliver fresh produce every week (spring to fall) from Wagner Farms to St Ann's soup kitchen.	- Picking up produce from Wagner Farms & delivering to St. Ann's Soup Kitchen. Cost of staff and Transportation.	HFHGN	Wagner Farms, Franciscan Charities	Year 1 to Year 5	\$20,000/Year	WFRF, Other Foundations

## COMMUNITY HEALTH - OUTPUTS

Strategies	Action Steps	Outputs	Outcomes/Metrics
<b>1 Improve the health of Study Area residents.</b>			
1.1 - Encourage residents to participate in health fairs and wellness workshops on preventable care and health screenings in the community and promote health insurance sign up services.	- Aggressively market the health fairs and health screening workshops in the community being hosted by area hospitals such as University Hospital and provide transportation if needed to health fairs 3-4 times a year	1. Promote health fairs and preventative care workshops via public calendar, on webpage, and printed flyers. 2. Provide necessary transportation services to and from health fairs in neighboring areas	1. # of health fair participants referred
<b>2 Connect youth to mental health and counseling resources.</b>			
2.1 - Work with Youth Development Clinic to refer counseling services to families in the Study Area.		1. Support CYFS in gaining referrals from focus neighborhood by conducting orientations at community hub	1. # of people referred to CYFS via community hub
<b>3 Promote Healthy Lifestyle through healthy food initiatives.</b>			
3.1 - Create a community garden to produce nutrient rich foods and vegetables to benefit residents in the Study Area.	- Partner with SCA to recruit local high school students and crew leaders to establish and develop the garden	1. Support efforts in identifying lot suitable for community garden. 2. Coordinate schedule for planting, harvesting, and regular maintenance of community garden. 3. Actively involve local residents in cultivating community garden and reaping fresh produce.	1. # of residents benefitting from community garden. 2. # of lbs of fruits and vegetables produced from community garden.
3.2 - Deliver fresh produce every week (spring to fall) from Wagner Farms to St Ann's soup kitchen.		1. coordinate logistics of pick up and delivery of fresh produce weekly throughout months of spring and fall.	1. # of lbs of fruits and vegetables delivered to soup kitchen. 2. # of local people served food from deliveries.



Appendix B

# PUBLIC MEETING COMMENTS

# Summary of Public Meeting Discussion

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## Public Meeting #1

September 12, 2017, 6PM – 8PM  
Beulah Baptist Church

## Jobs/Economic Opportunity

### A. Connecting Neighborhood Residents to Employment Opportunities & Wealth Building

- There should be an integrated Financial Opportunity Center (FOC) available to the community, providing employment and career counseling, one-on-one financial coaching and education and low-cost financial products to build credit, savings and assets. The FOC should connect residents with food stamps, utilities assistance and affordable health insurance. These services might be either in a new FOC or through access to the two existing ones in Newark (Urban League; NCC).
- Improve access of neighborhood residents to Newark-based employment by active participation in the Newark 2020 program.
- Access to better and more appropriate jobs would be helped by community members having more knowledge of and better connection to citywide job fairs.
- Support community-based entrepreneurship.

### B. Improved Access for Neighborhood Residents to Training and Entry to the Workforce

- There is need for Technical & Vocational Training (Fedcap was mentioned as one strong program).
- Training also needs to focus on helping workers qualify for better paying jobs.

- There is need for better access to GED programs.
- Customized vocational training for special needs youth also needs to be available.
- Special efforts need to be made to aid the ex-offender community in securing and retaining jobs. These efforts should include mentoring of recent returning citizens by community members and promoting positive success stories of previous ex-offenders re-entry into the workforce.
- Cost-of-living support is needed for trainees and first-time workforce entrants. Trainees need stipends or other income support to afford to live while undertaking training programs. Paid training programs would be useful in this regard.
- First-time workforce entrants need bridge funding to cover cost of getting to and from work and workday expenses prior to receiving first paychecks.
- First-time workforce entrants also need support in getting ID cards to apply for jobs.

### C. Prepare Neighborhood Youth for Meaningful Employment

Provide support systems for youth entering the workforce.

These include exposure to a range of job options, adult-youth mentoring programs, and support in matching the skills and interests of youth to specific jobs and career paths.

- Build familiarity with the workplace, especially with the job opportunities at Newark-based corporations, through exposure of neighborhood youth to employment settings as early as middle school. Exposure might involve on-site trips and summer and part-time internships.
- Bring the “Minding Our Business” model to the community. This Rider University-based program advances

the personal and vocational development of youth through entrepreneurship education and mentoring. The target client group is low-income students in grades six through eight. Key supports are entrepreneurship training and mentoring.

- Support the successful continuing education and job placement of neighborhood youth through the “Leaders of the 21st Century” program whose mission is to develop civic-minded youth leaders and prepare them for the world of work and beyond through professional and leadership development.

#### D. Development Support/Encouragement Systems for Youth

- Need to re-establish a Boys and Girls Club or a Police Athletic League center.
- Develop programs of support connecting seniors and youth.
- Encourage efforts at person to person conversations and to expand the inter-personal skills of youth.
- More males need to be engaged to help mentor youth.

#### E. Neighborhood-Based Economic & Community Development

- Any Wells Fargo-foreclosed property in the neighborhood should be prioritized for community members to own or community organizations to rehabilitate or redevelop.
- Teach construction skills to residents through in-neighborhood rehabilitation projects.
- Encourage community residents to cross-train one another using the diverse skills of residents.
- There is a long-vacant (at least 15 years) store near 15th Avenue and 20th Street that needs to be rehabilitated and reused.
- Encourage younger, former neighborhood residents to return to live in the neighborhood after they become educated and employed.

## Community Safety

### A. What are the most critical issues related to community safety?

- Abandoned properties
  - Some trouble is just the result of empty lots and vacant buildings. Abandoned properties just attract crime and mischief.
  - There is less police surveillance for abandoned properties despite greater chance of crime.
- Property vandalism, car break ins.
- 15th Ave - especially between 6th and 7th is a high-volume crime area.
- A clever system: Some apartments on the street are occupied by residents who are free from the obligation to pay the rent! Instead, area dealers pay the rent to landlord, ensuring that there is no friction with the landlord, no eviction for non-payment. Also means that the resident/occupant can take in a fugitive or drugs and then can answer the door assuring police that there is “no problem” and turn them away if no a warrant.
- Pedestrian safety
  - Traffic and speeding. Cars do not respect crosswalks.
  - There is no traffic enforcement, so there are no consequences for bad drivers.
  - Cars block the intersections - there should be “Don’t Block the Box” enforcement at many intersections.
  - Safe travel (walking routes) to schools should be a baseline given. It is not. We don’t have that.
  - 15th and Littleton is a dangerous place!
  - 14th Ave is one of the most dangerous streets in the city.
- Additional street lighting required.
- Resident interactions
  - Keep in mind that this is a city - people living “on top of each other” that by itself can create friction. Maybe





some have to leave get peace. The rest of us have to be tolerant, and be more respectful.

- Parents not teaching the kids. This problem starts in the home.

B. What are your ideas on how to make the community safer and reduce crime?

- Provide job training and employment opportunities
  - Job training is important - people need real-life alternatives. Economic opportunity on one hand and relief from boredom on the other
  - There is some real desperation. Some have nothing.
  - After-school jobs. There must be good alternatives to stealing and dealing to make money. Opportunity to earn and “get kids to learn what earning is.”
- Program positive uses for unused and abandoned properties
  - Make unused buildings and abandoned property available. Start art studio, day care workshop, school, a bakery, delivery service, or a church.
  - Small quality of life issues are so important. Clean up empty trashy lots. Place a lien on properties to pay for the clean-up.
  - Dumping in empty lots should not be tolerated. Convert to positive use. Football or a pool.
- Improve pedestrian safety
  - Crossing guards at all intersections on the way to each of the neighborhoods for schools. Crossing guard should have walkie-talkies and should be able to talk to each other and to the police if needed.
  - Street lighting although there are street lights on principle streets; for a long while the bulbs weren't replaced.

- Reinitiate a previous practice of stores with signs in the window saying - “This is a safe place” - to tell kids that if they felt threatened by something going on that they should just step inside the shop till things are safe.
- A traffic study to include speed bumps and look at sight lines. Drivers can't see because view blocked by signs and other things

- Perform code enforcement for deteriorated housing
  - Enforce fines to create revenue, bring in money to build better crosswalks and lighting.
  - Hold owner responsible for tenants bad behavior - just like they are responsible for abiding by zoning, they should be required to remedy unsafe, persistently disruptive activity on their property.
- Strengthen community policing initiatives
  - Teach people to know the local police officer. Foot patrols. Community policing depends on engaged community and regular meetings to share information, an acknowledge successes.
  - Neighborhood block watch. Used to have that in this neighborhood.
  - Foot Patrol - The district station is just on 16th Ave
  - Reinstate Block Watch. Work on community policing program. List plate numbers of strangers up to no good.

### **Education/Youth/Social Services**

A. What are the biggest needs in terms of Education/Youth/Social Services for the West and Central Village?

- Need mentors for youth, especially for those who live in difficult home environments. They need positive exposure

- from successful adults.
  - Youth need various programs that help develop discipline, teamwork, critical thinking, life skills, etc.
  - There are needs for mental health programs and developmental assistance for families with disabilities. The local schools are not equipped to handle challenging cases (autism and other learning disabilities and mental health issues).
  - After school programs with counseling services
- B. What are some specific ideas to how to improve this community's Education/Youth/Social Services programs?
- Continue supporting the Lights On Program West Side High School and expand additional programming at the campus.
  - Need a community center (a dedicated physical facility) to be a hub of information and youth activities.
  - Need employment (both job training for hard and soft skills, as well as job placement) and internship opportunities for youth.
  - Consider using the arts (dance, visual arts, drama, etc.) to engage the community's youth.

## **Housing**

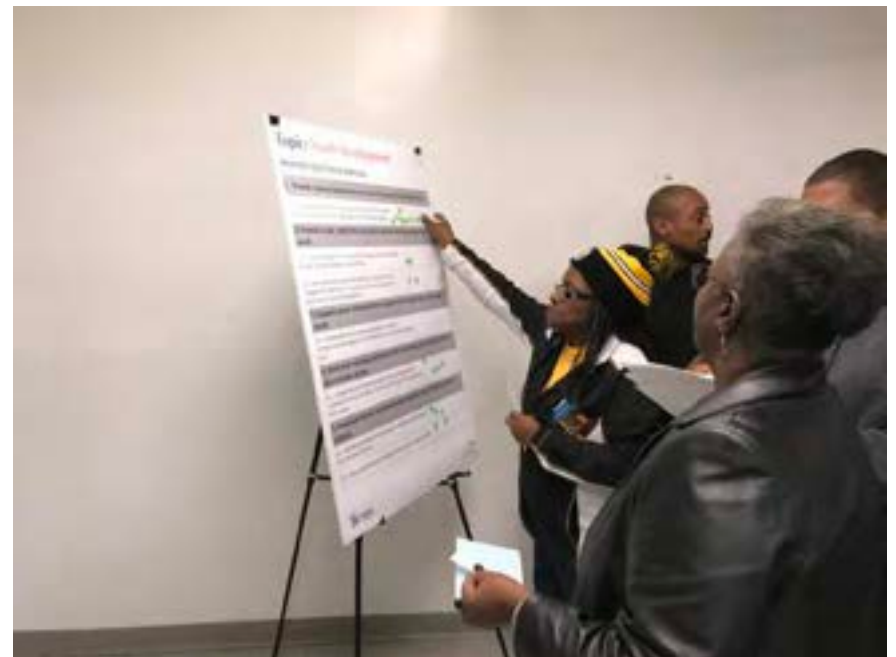
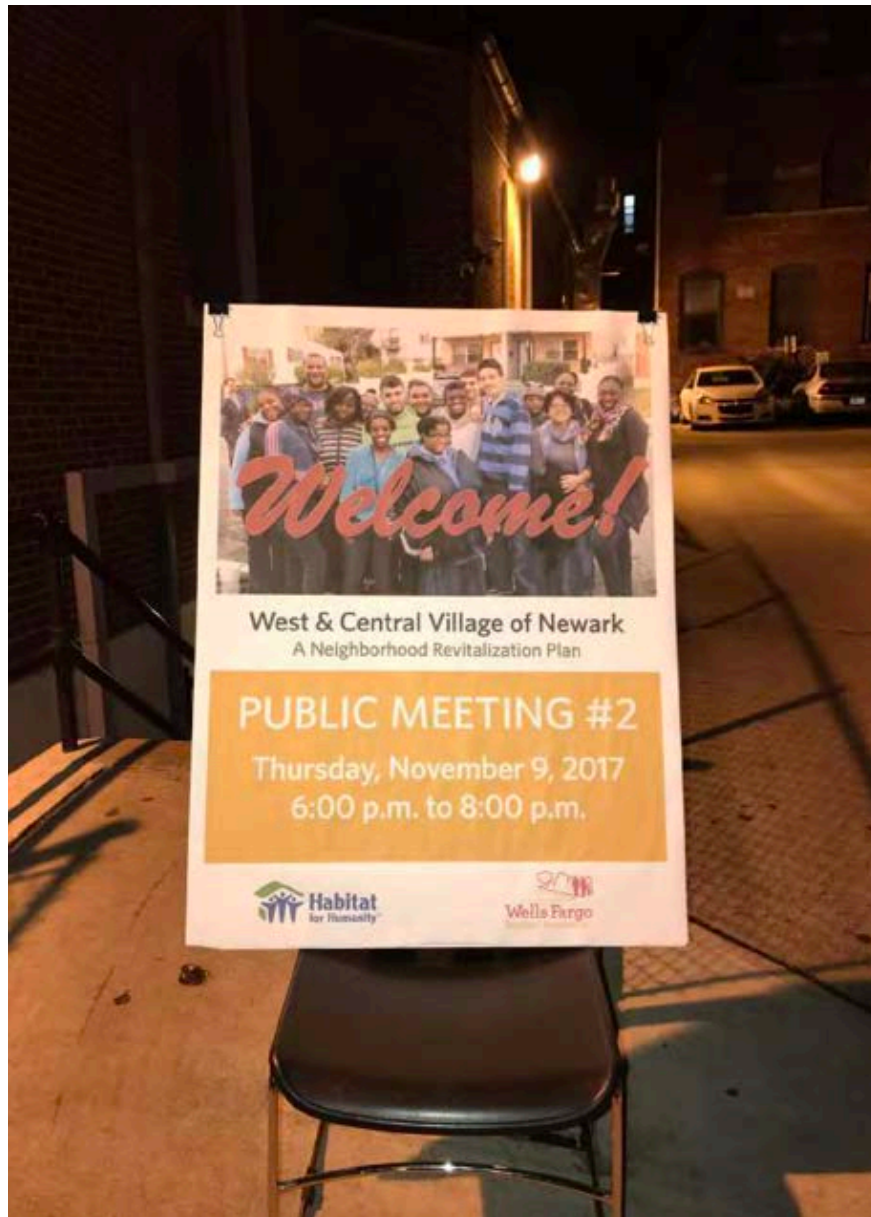
- A. What are the biggest assets for the West and Central Village?
- Homeownership opportunities (vacant lots)
  - The city's grants for homeownership and home improvement
  - Business strips – economic development
  - More police on foot patrol (increasing)
  - Diversity
  - YouthBuild

- Neighborhood watches
  - West Side Park
  - West Side High School (Lights on)
- B. What are the biggest challenges for the West and Central Village?
- High rents for older properties (that are substandard in quality). “Affordable is not affordable.”
  - Vacant/Abandoned homes
  - NHA vacant property (what will be there next?)
  - Lack of communication from the City
  - Lack of equal resource allocation from the City
  - Disproportionate amount of new developments (market rate exceeds)
  - Lack of education for homeowners on home maintenance
  - Dumping in lots
  - Crime in neighborhoods
  - Lack of youth programs/centers
  - Low morality/lack of pride. Low sense of community
  - School system
  - Lack of street light posts
- C. What are your ideas on how to make this a better residential community?
- Bringing in new housing development/beautification
  - Increasing block beautification efforts
  - Bringing back community schools
  - Community clean ups
  - Committee neighborhood associations

## Public Meeting #2

November 9, 2017, 6PM - 8PM

St. Ann's Church





**Voting on Action Strategies**

**Topic: Neighborhood Building**

**PROPOSED OBJECTIVES & STRATEGIES**

<b>1. Support the framework for community-based leadership.</b>	
1.1 - Establish an Advisory Council for West & Central Village revitalization.	
1.2 - Hire a Neighborhood Revitalization Coordinator.	
<b>2. Launch a neighborhood marketing strategy to build a positive image and to attract economic investment.</b>	
2.1 - Begin marketing the neighborhood as Newark's West and Central Village.	
<b>3. Provide effective communication and marketing of existing programs, events, and services.</b>	
3.1 - Initiate an online community calendar that lists upcoming events for neighborhood groups and organizations.	
<b>4. Establish the West &amp; Central Village Hub.</b>	
4.1 - Study the feasibility of establishing a physical center (the Hub) that serves as a central place for information, resources, and programs.	

Habitat for Humanity Wells Fargo

**Topic: Community Safety**

**PROPOSED OBJECTIVES & STRATEGIES**

<b>1. Convene the Community Safety Task Force.</b>	
1.1 - Meet with police officers in the 4th Precinct, residents, and churches to convene the Community Safety Task Force.	
<b>2. Prevent crime and illicit behavior at vulnerable locations, including vacant and blighted properties.</b>	
2.1 - Install an hour surveillance camera throughout the neighborhood and particularly in high crime sections.	
2.2 - Add street lighting and/or porch lights throughout the neighborhood.	
2.3 - Host regularly scheduled community clean up events.	
2.4 - Hold regular meetings accessible for residents to discuss problems at their properties.	
<b>3. Advocate for programs that foster closer relationship between police and residents.</b>	
3.1 - Initiate conversations with Newark's Police about increasing community policing programs such as foot patrols, bicycle patrols, mobile substations, etc.	
3.2 - Increase resident participation at regularly scheduled 4th Precinct meetings.	
3.3 - Provide police officers with information regarding community and family service resources.	
<b>4. Mitigate dangerous environments for pedestrians and motorists.</b>	
4.1 - Remove street trees and pedestrian crosswalks, install additional speed bumps where feasible.	
4.2 - Increase sign lines for stop signs (i.e., remove tree overgrowth that covers stop signs).	

Habitat Wells Fargo

## Topic: Jobs/Economic Opportunity

### PROPOSED OBJECTIVES & STRATEGIES

#### 1. Offer a variety of career and personal finance services at the West and Central Village Hub.

1.1 - Connect with existing Financial Opportunity Center (FOC) for employment and career counseling, one-on-one financial coaching/education and low-cost financial products.

1.2 - Assist unemployed residents complete the intake application for the Newark 2020 Program.

#### 2. Improve access for neighborhood residents to training and entry to the workforce.

2.1 - Maintain a regularly updated list of available jobs, particularly at large local institutions such as University Hospital.

2.2 - Expand identification documentation program including support for returning citizens.

2.3 - Create a "Start Up Stipend" program that bridges the initial expenses incurred by an employee (such as transportation, workplace clothing, lunch) to the first paycheck.

#### 3. Work with neighborhood youth and business community for meaningful employment/career exploration opportunities.

3.1 - Provide exposure to world of work for middle school age children.

3.2 - Provide internships for high school and college age young adults.

3.3 - Provide youth entrepreneurial training opportunities.

#### 4. Work with returning citizens find employment and training in job skills.

4.1 - Offer mentoring programs and re-entry work opportunities for returning citizens.

4.2 - Assist with long-Term job development for returning citizens.

#### 5. Upgrade commercial services/quality on commercial corridors.

5.1 - Work with the Special Improvement District (SID) to revitalize S. Orange Avenue and Springfield Avenue commercial areas.



## Topic: Housing

### PROPOSED OBJECTIVES & STRATEGIES

#### 1. Provide a counseling and support services to current and future homeowners in the Study Area.

1.1 - Provide pre-purchase counseling and foreclosure prevention services in the Study Area.

1.2 - Provide home maintenance support for current owners.

#### 2. Provide new construction or substantially renovated homes at formerly vacant properties.

2.1 - Complete new affordable housing development projects on vacant lots.

2.2 - West Ward Model Neighborhood Initiative: Redevelopment or Rehabilitation of up to 246 properties

2.3 - West Ward Model Neighborhood Initiative: Completion of Supportive Utility and Infrastructure

#### 3. Participate in a collaborative advocacy effort to keep real estate taxes affordable for low-income homeowners.

3.1 - Support statewide efforts to make NJ Homestead Benefit Program more effective for West & Central Village homeowners.



# Topic: Youth Development

## PROPOSED OBJECTIVES & STRATEGIES

### 1. Provide a placed-based resource center for youth in the Study Area.

1.1 - Study the feasibility of utilizing space at the Hub for a youth resource center (primarily target age of 16 to 24 years-of-age).



### 2. Provide a safe, night-time recreation and enrichment program for youth.

2.1 - Continue support of the Lights On Program at West Side High School. Expand additional programming.



2.2 - Work with the Newark School District and Community Engagement Specialists in Study Area schools to explore the possibility of expanding programs.



### 3. Support youth empowerment programs that target high school aged youth.

3.1 - Collaborate with existing programs (such as UCC's entrepreneurial program, SCA's Newark Community Crew Program, etc.).



### 4. Work with existing partners to offer additional after-school activities and summer camps.

4.1 - Collaborate with existing programs (such as Beulah Bible Cathedral Church, UCC, NCC, St. Ann's, arts organization that works with youth).



### 5. Empower parent and community members to be involved at local schools.

5.1 - Explore possibility of creating parent empowerment programs at Study Area schools.



5.2 - Offer parental support programs for pre-school aged parents.



# Topic: Community Health

## PROPOSED OBJECTIVES & STRATEGIES

### 1. Improve the health of Study Area residents.

1.1 - Offer health fairs and wellness workshops on preventative care and health screenings.



### 2. Reduce the rate of uninsured or underinsured persons in the Study Area.

2.1 - Work with Health Maintenance Organizations (HMO's), and other healthcare agencies offering health insurance sign up services.



### 3. Connect youth to mental health and counseling resources.

3.1 - Work with Youth and Family Solutions Clinic to offer counseling programs in the Study Area.



**Top Votes:**

**Community Health**

- Work with Youth Development Clinic to offer counseling programs in the Study Area.

**Youth/Education**

- Provide a place-based youth resource center for young people aged 16-24 yrs.

**Community Safety**

- Install/repair surveillance cameras throughout the neighborhood—particularly in high crime sections.

**Neighborhood Building**

- Initiate an online community calendar that lists upcoming events for neighborhood groups & organizations.

**Community Safety**

- Work with police officers, residents, and churches to convene the Community Safety Task Force.

**Community Safety**

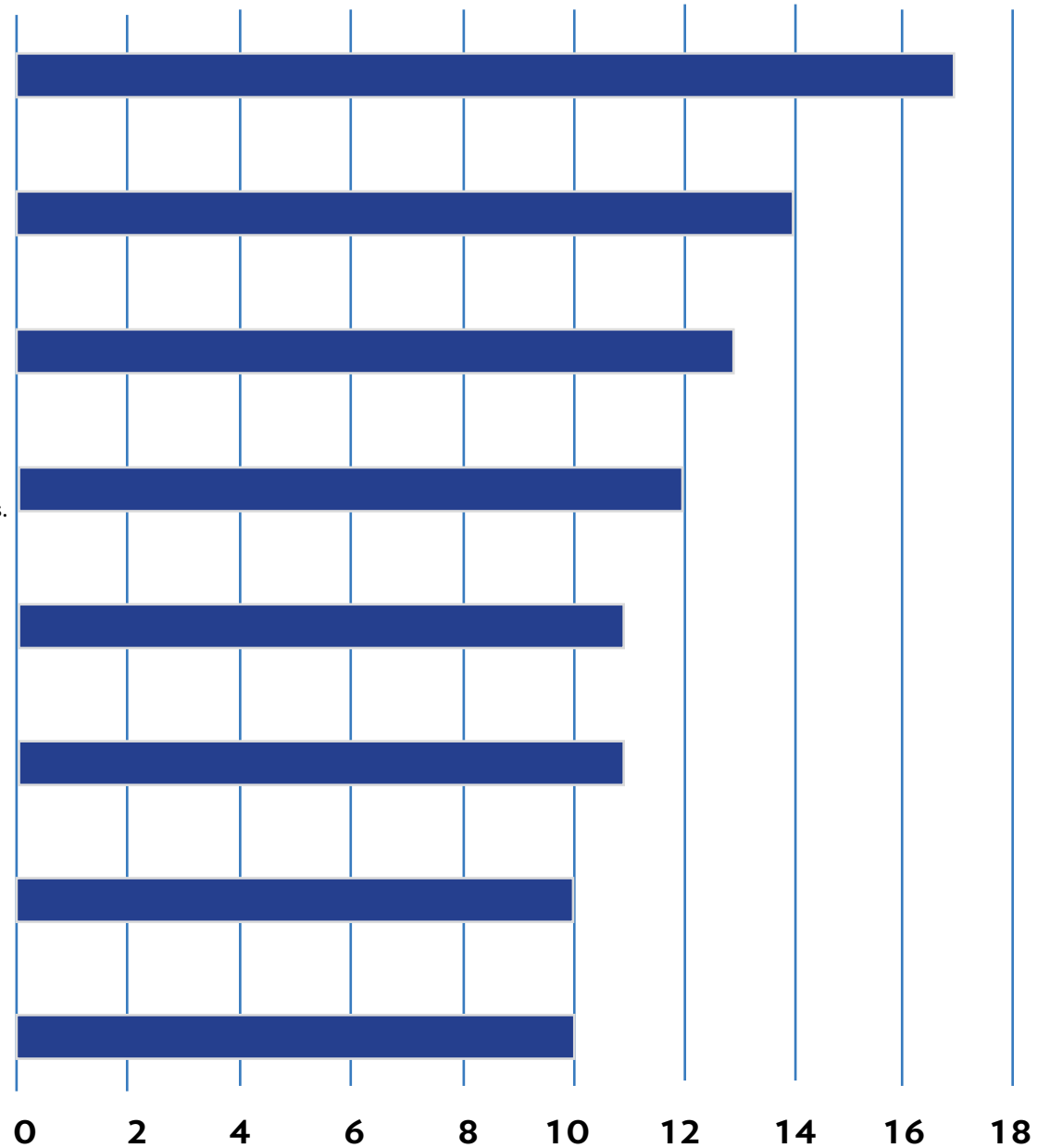
- Add street lighting and/or porch lights throughout the neighborhood.

**Housing**

- Provide pre-purchase counseling and foreclosure prevention services in the Study Area.

**Housing**

- Complete West Ward Model Neighborhood Initiative: Redevelopment or rehabilitation of up to 246 properties



Appendix C

# RESIDENT SURVEY ANALYSIS

# WEST & CENTRAL WARD REVITALIZATION PLAN

RESIDENT SURVEY ANALYSIS (DRAFT)  
SEPTEMBER 26, 2017






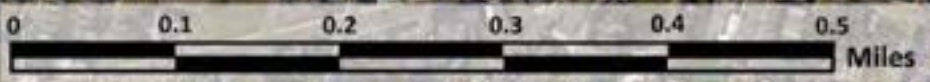
# West & Central Village Revitalization

## Resident Survey Responses



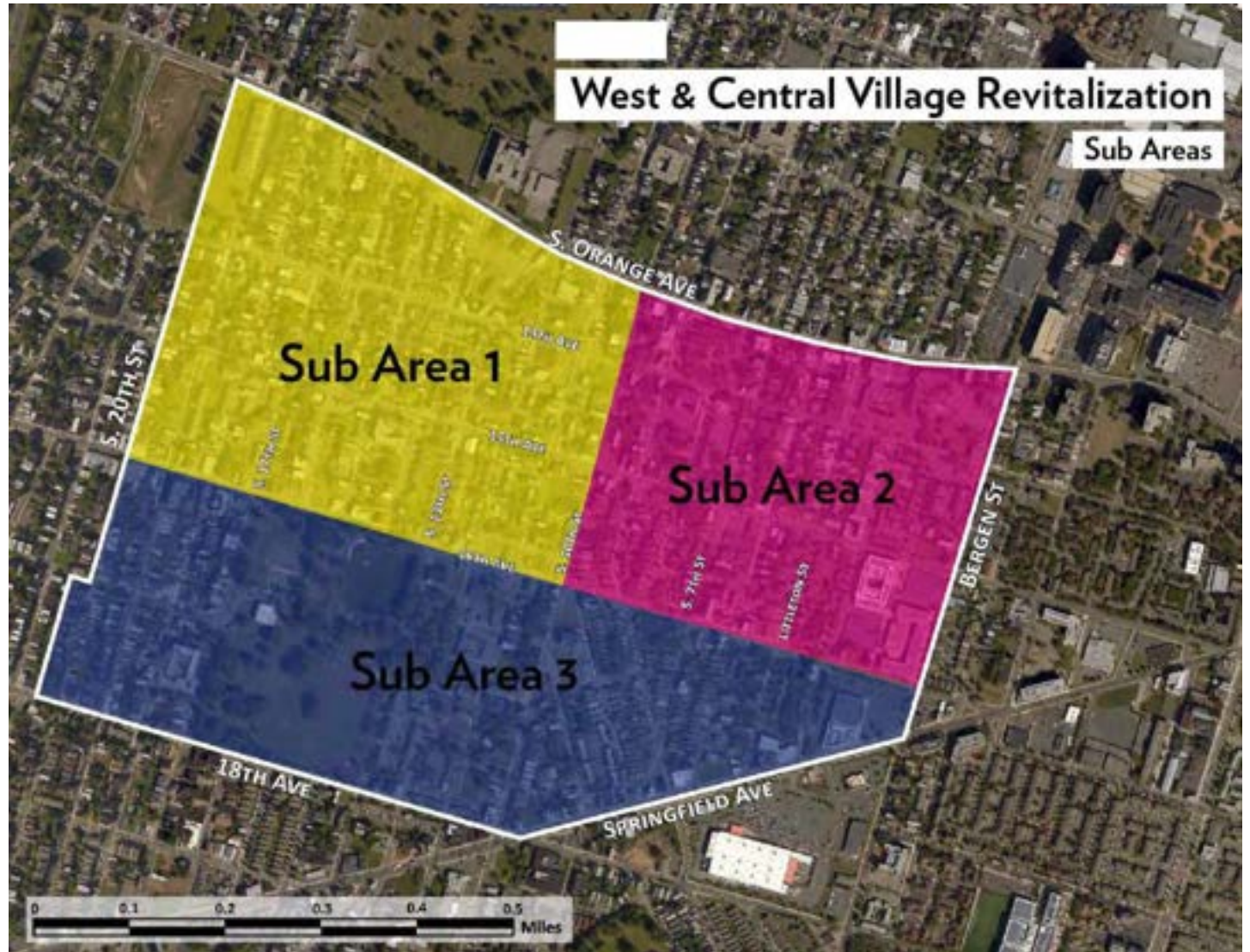
Note: In all 343 surveys were completed by HFHGN, and this report shows the analysis based on the number of responses collected by October 2017. The complete set of responses have been submitted to NeighborWorks through the SMDS system.

 Total survey responses: 289



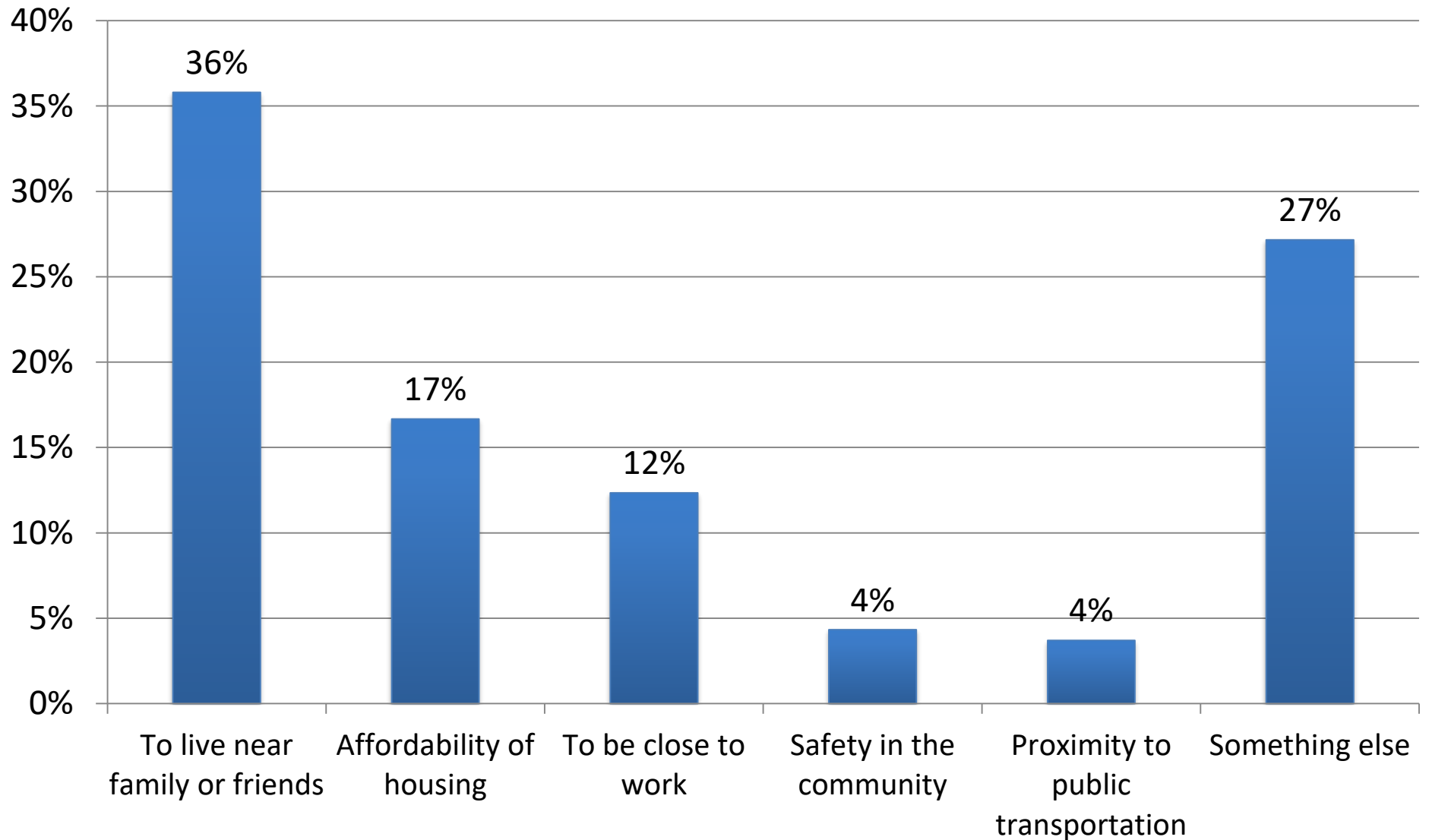
# Three Sub Areas

- Sub Area 1:  
125 responses
- Sub Area 2:  
114 responses
- Sub Area 3:  
50 responses
  
- Total – 289  
Responses

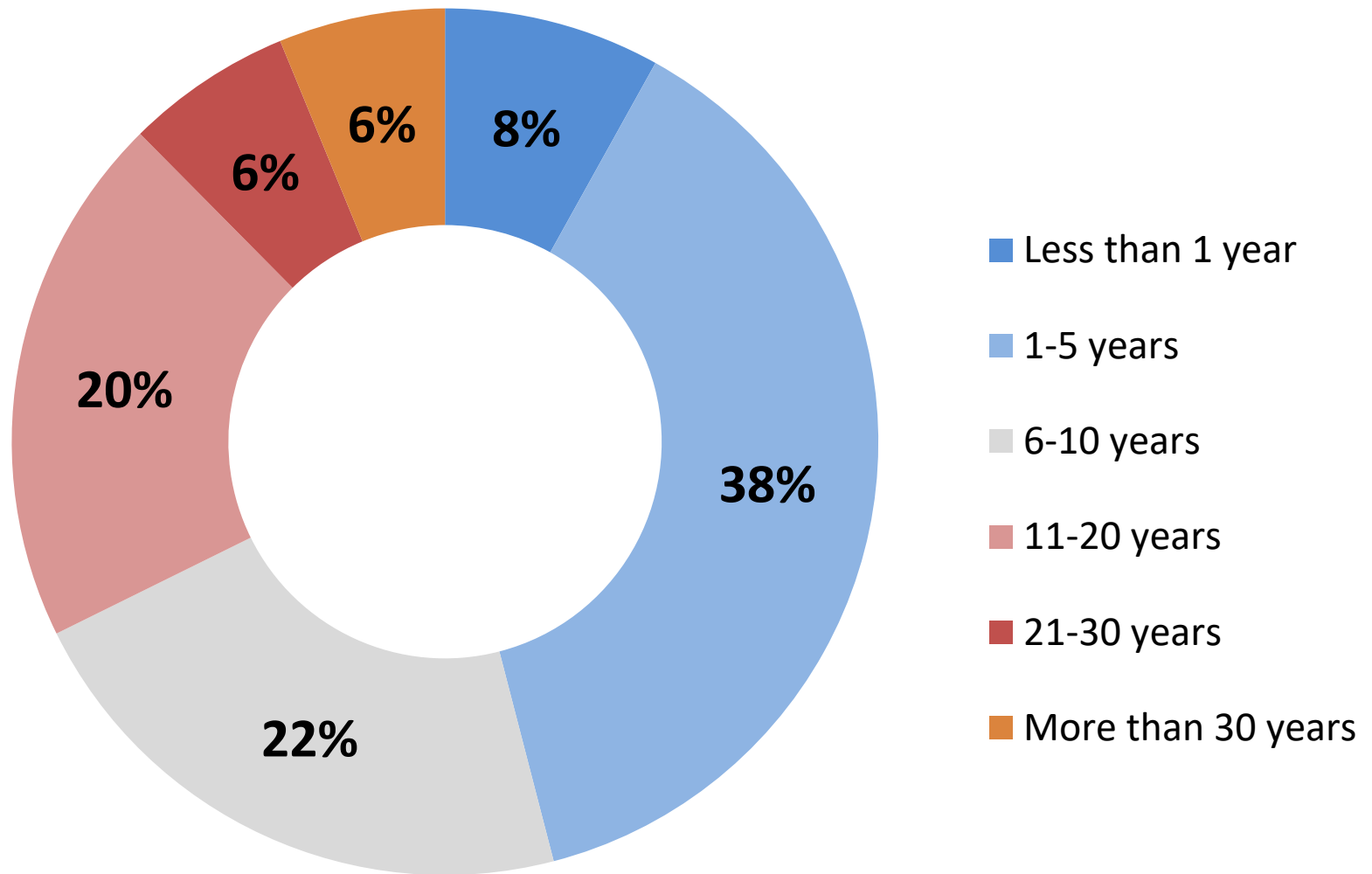




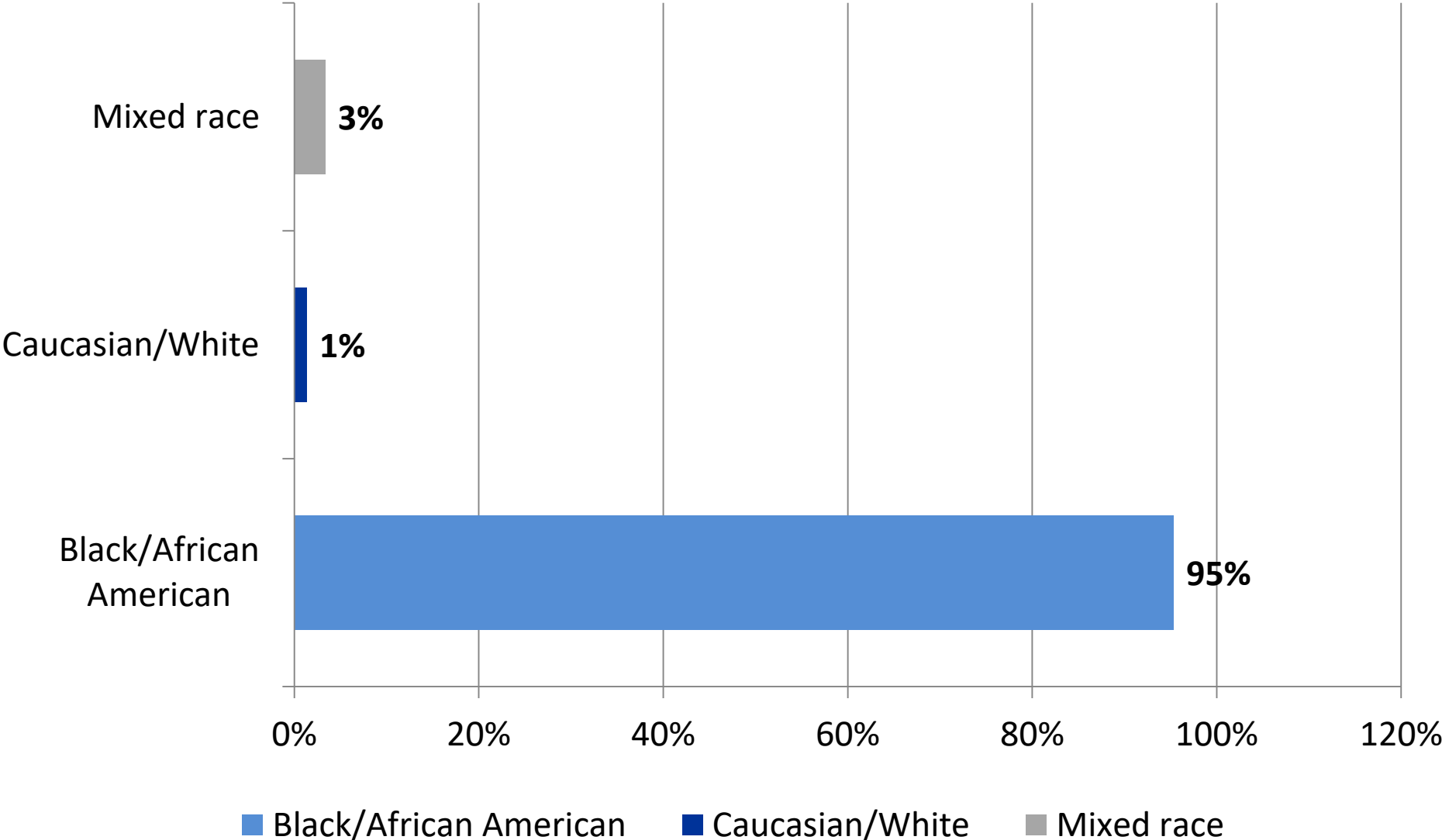
# Major reason why you live in this neighborhood ?



# How long have you lived in this community?

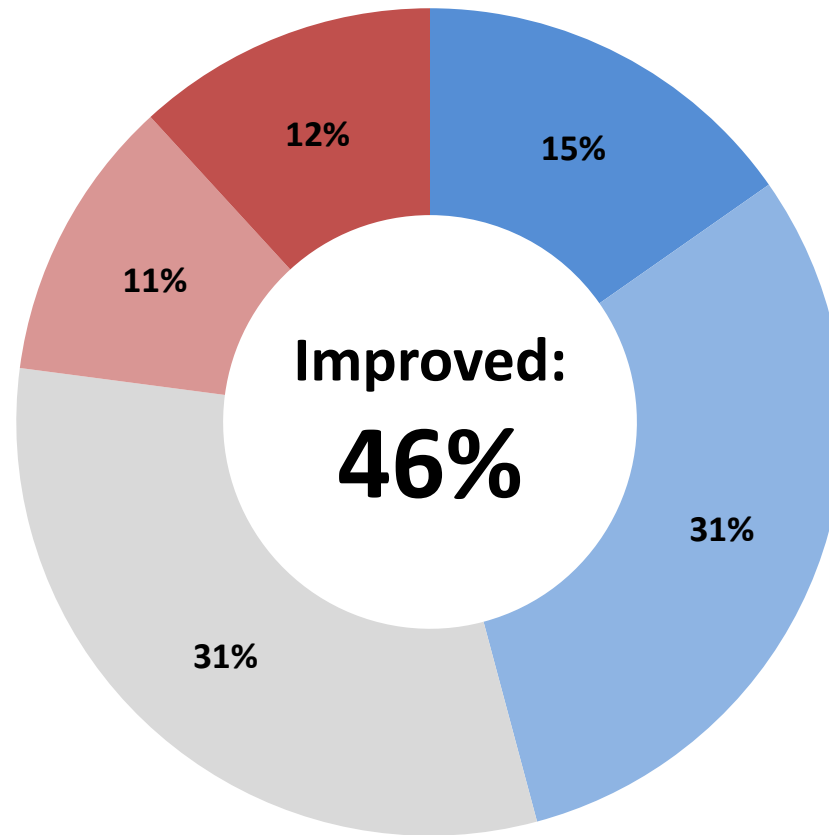


# What is your racial background?



# Compared to three years, how has this community changed?

(All responses)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

# Satisfied about living in this community?

(All responses)

Satisfied



Dissatisfied



1. Very Satisfied:	12%
2. Satisfied:	52%

3. Dissatisfied:	30%
4. Very Dissatisfied:	6%

# Satisfied about living in this community?

(Recently moved residents, 5 years or less)

Satisfied

Dissatisfied



1. Very Satisfied:	9%
2. Satisfied:	58%

3. Dissatisfied:	28%
4. Very Dissatisfied:	5%

# Satisfied about living in this community?

(Long time residents, 20+ years)

Satisfied



Dissatisfied



1. Very Satisfied:	34%
2. Satisfied:	34%

3. Dissatisfied:	29%
4. Very Dissatisfied:	3%

# Satisfied about living in this community?

(Homeowners)

Satisfied



Dissatisfied



1. Very Satisfied:	22%
2. Satisfied:	47%

3. Dissatisfied:	25%
4. Very Dissatisfied:	6%



# Satisfied about living in this community?

(Non-Homeowners)

Satisfied



Dissatisfied

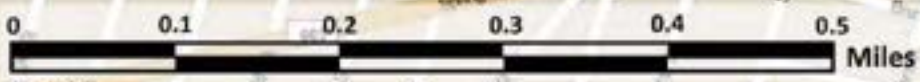
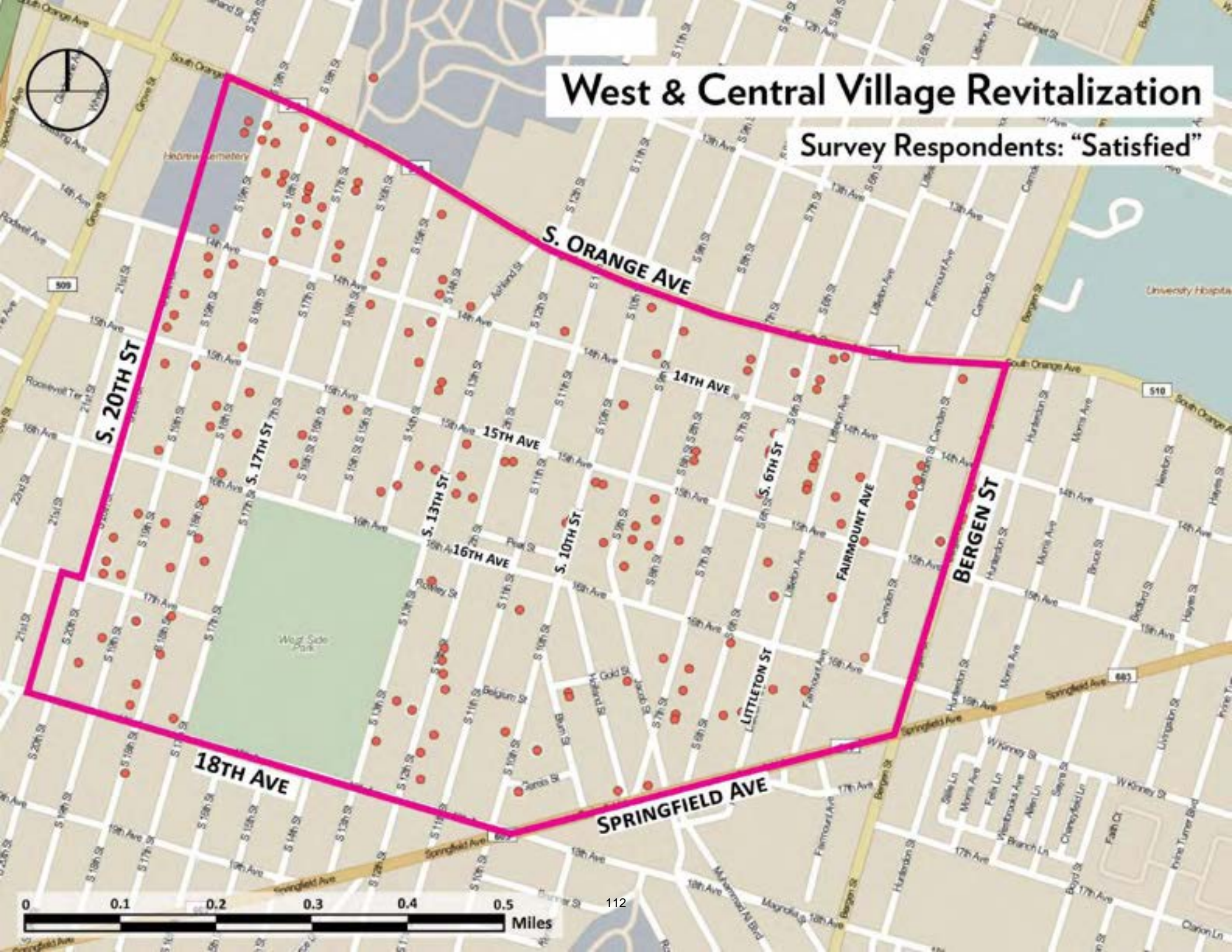


1. Very Satisfied:	9%
2. Satisfied:	54%

3. Dissatisfied:	30%
4. Very Dissatisfied:	7%

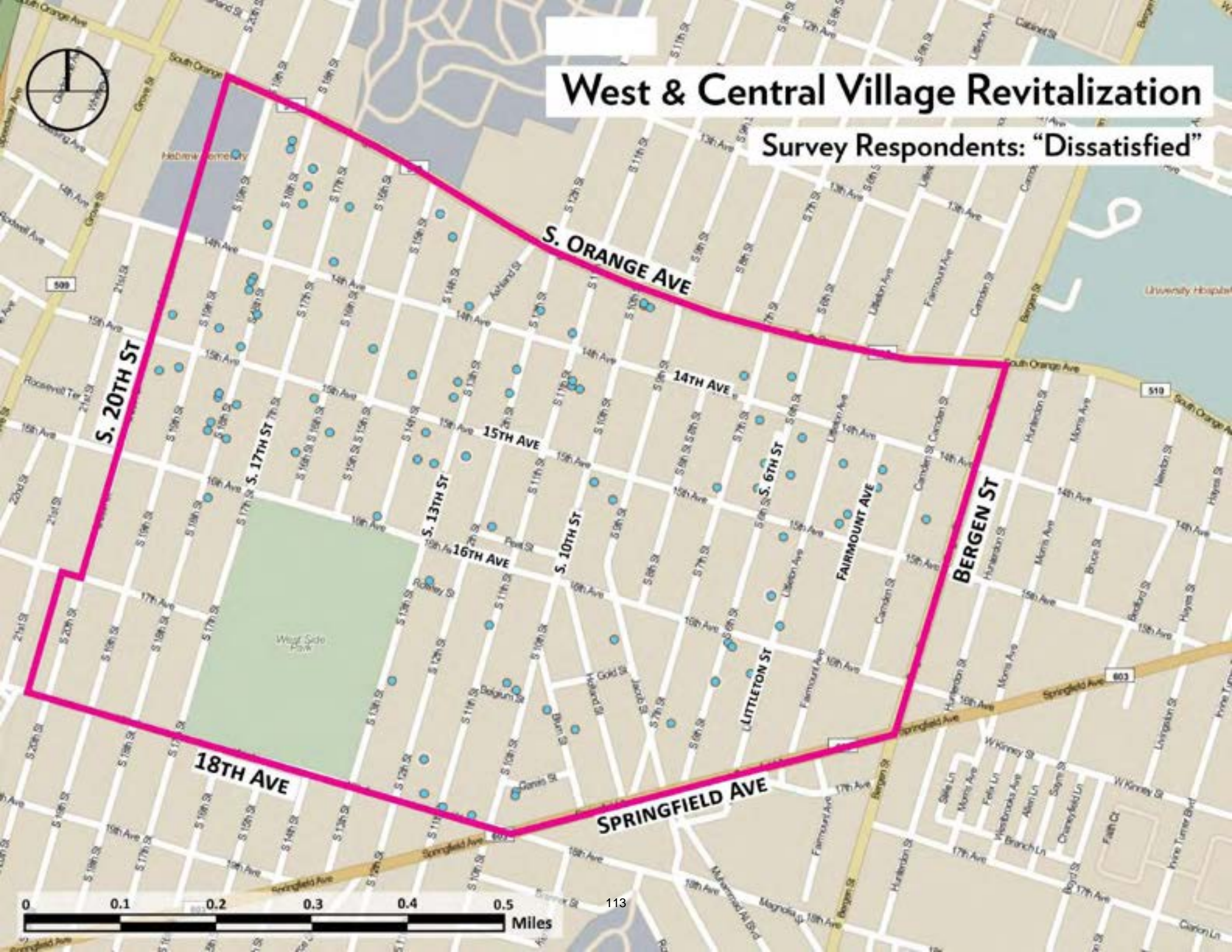
# West & Central Village Revitalization

Survey Respondents: "Satisfied"



# West & Central Village Revitalization

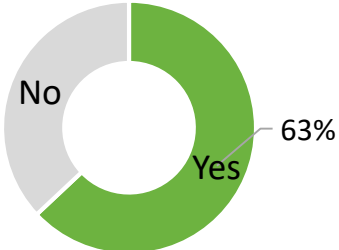
Survey Respondents: "Dissatisfied"



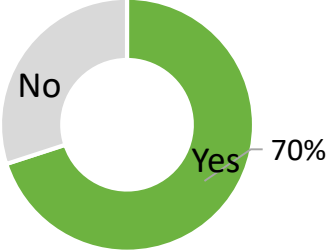
# Satisfied about living in this community?

(By Sub Areas)

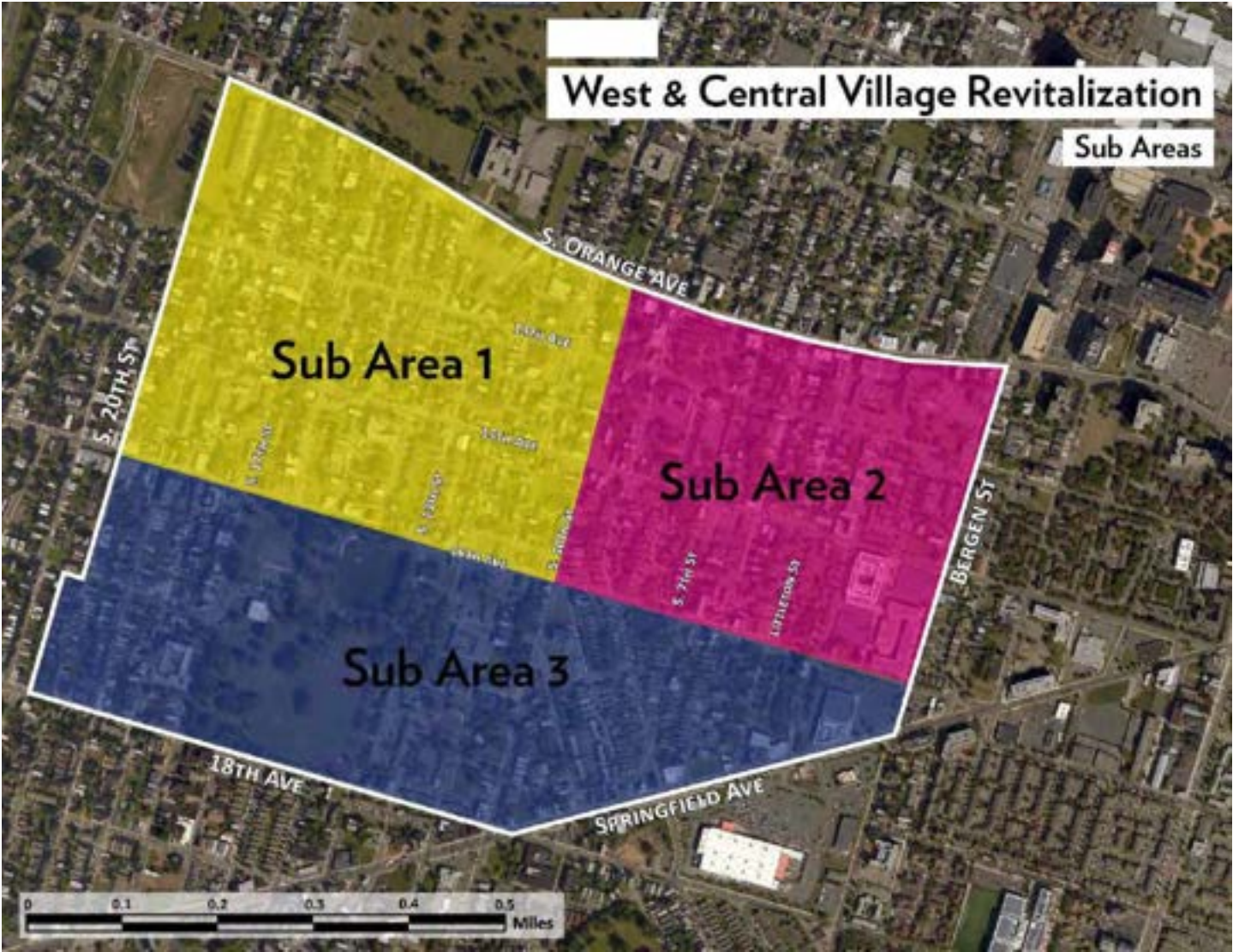
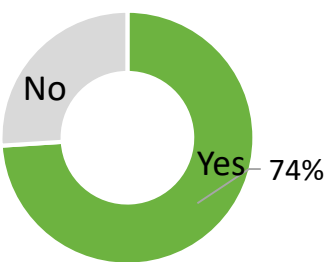
- Sub Area 1:



- Sub Area 2:



- Sub Area 3:



# Recommend this community to others?

**Yes**



- |                          |     |
|--------------------------|-----|
| 1. Definitely Recommend: | 21% |
| 2. Probably Recommend:   | 37% |

**No**



- |                              |     |
|------------------------------|-----|
| 3. Probably Not Recommend:   | 30% |
| 4. Definitely Not Recommend: | 12% |

# If you had the choice, would you continue to live in this community?

**Yes**



**No**



# If you had the choice, would you continue to live in this community?

**Yes**



**Comments from “Yes, I would continue to live here”**

- *“Because was born and raised in Newark and see change coming.”*
- *“I love my city.”*
- *“Friendliness of the community.”*
- *“It’s quiet.”*
- *“I own business here.”*
- *“Much better than other areas.”*
- *“I feel comfortable”*

# If you had the choice, would you continue to live in this community?

Comments from “No, I would not continue to live here”

*Approximately 2/3 answered crime and safety as main reasons:*

- *“There's nowhere for the children to play safely. I'm tired of hearing sirens, ambulance, gunshots, etc.”*
- *“The drugs and gun violence has taken over every street that has once was full of life.*
- *“Too much shooting, robberies, accidents.”*

**No**





# If you had the choice, would you continue to live in this community?

Comments from “No, I would not continue to live here”

*Other reasons:*

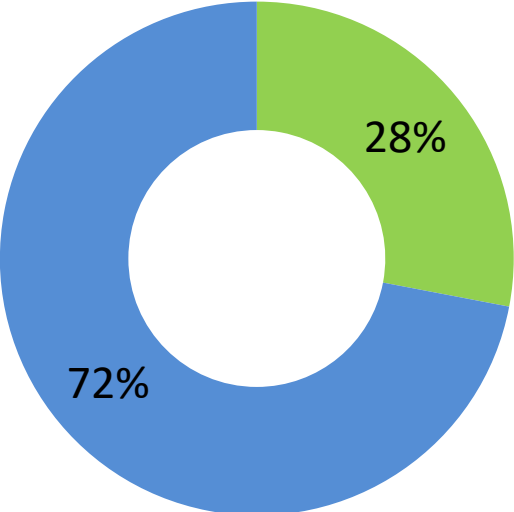
- *“Leaders don’t care.”*
- *“Dissatisfied with the City.”*
- *“Repairs (in my house) aren’t being made like they should.”*
- *“I want to move to a place a little quieter.”*
- *“It’s time to own my own house.”*

**No**



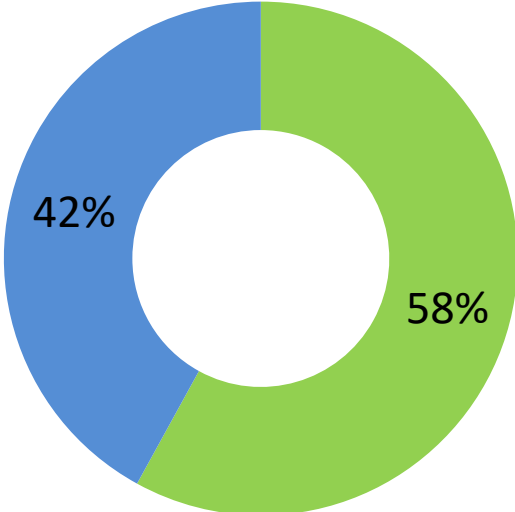
# Community Involvement

Any groups, committees, organizations



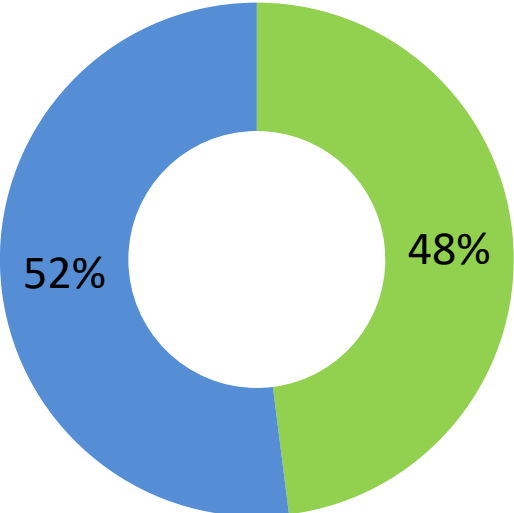
■ Yes  
■ No

Volunteered to help others



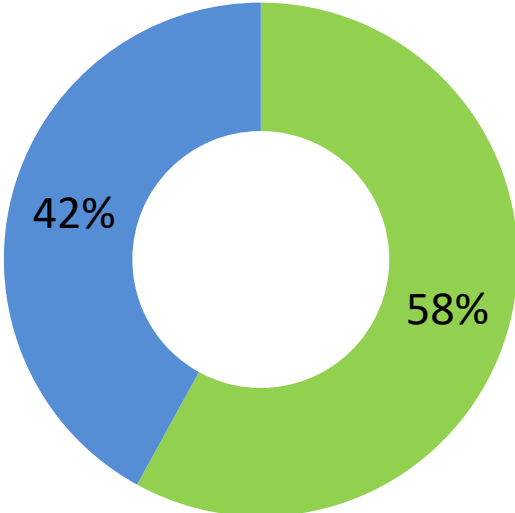
■ Yes  
■ No

Community improvement projects



■ Yes  
■ No

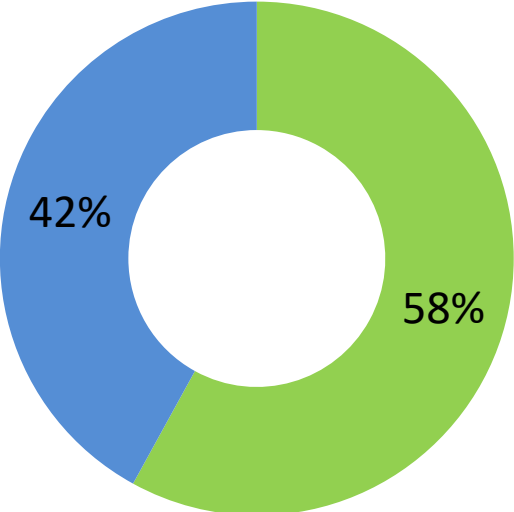
Local business support events



■ Yes  
■ No

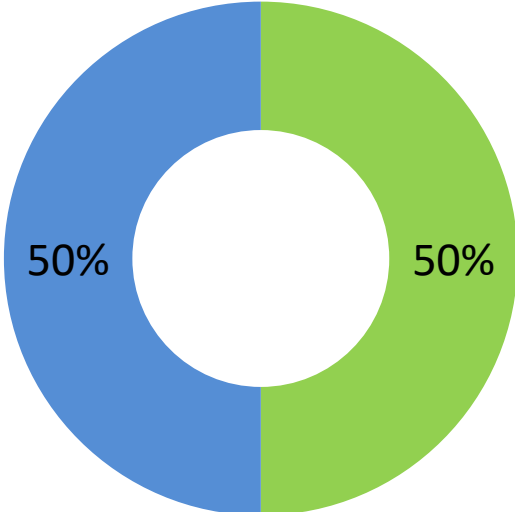
# Community Involvement

Organized community events



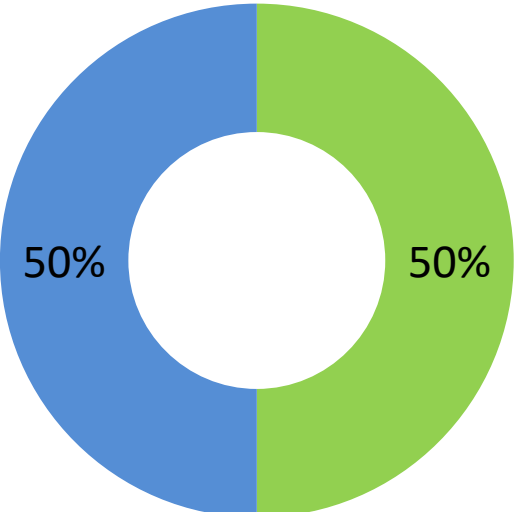
■ Yes  
■ No

Political action/initiative



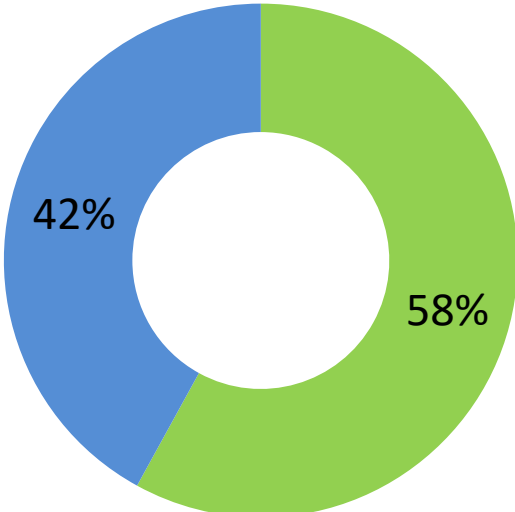
■ Yes  
■ No

Advocacy (e.g., parent-teacher groups)



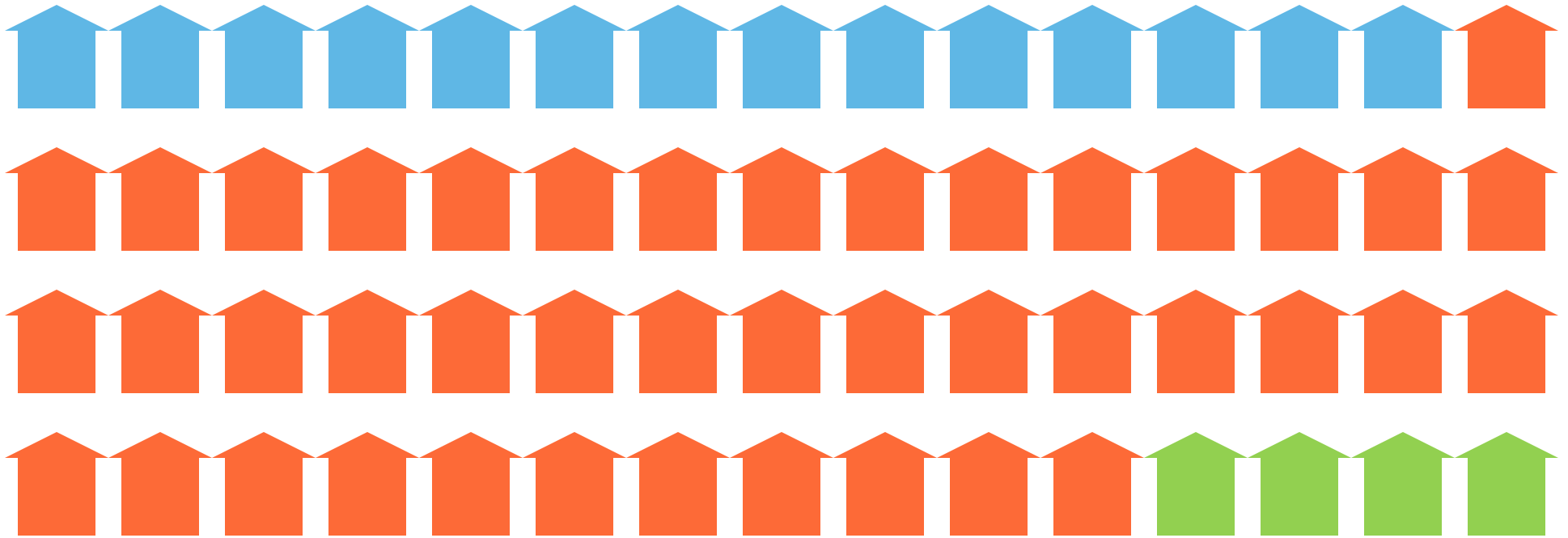
■ Yes  
■ No

Report hazard/incidents



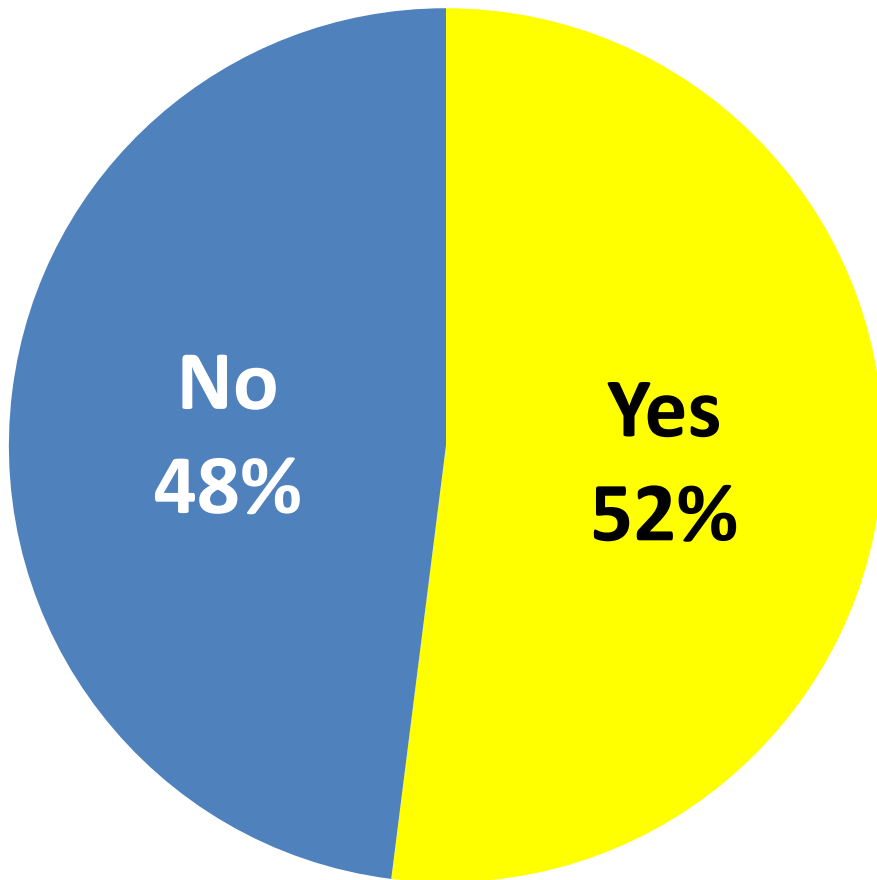
■ Yes  
■ No

# Own or Rent?

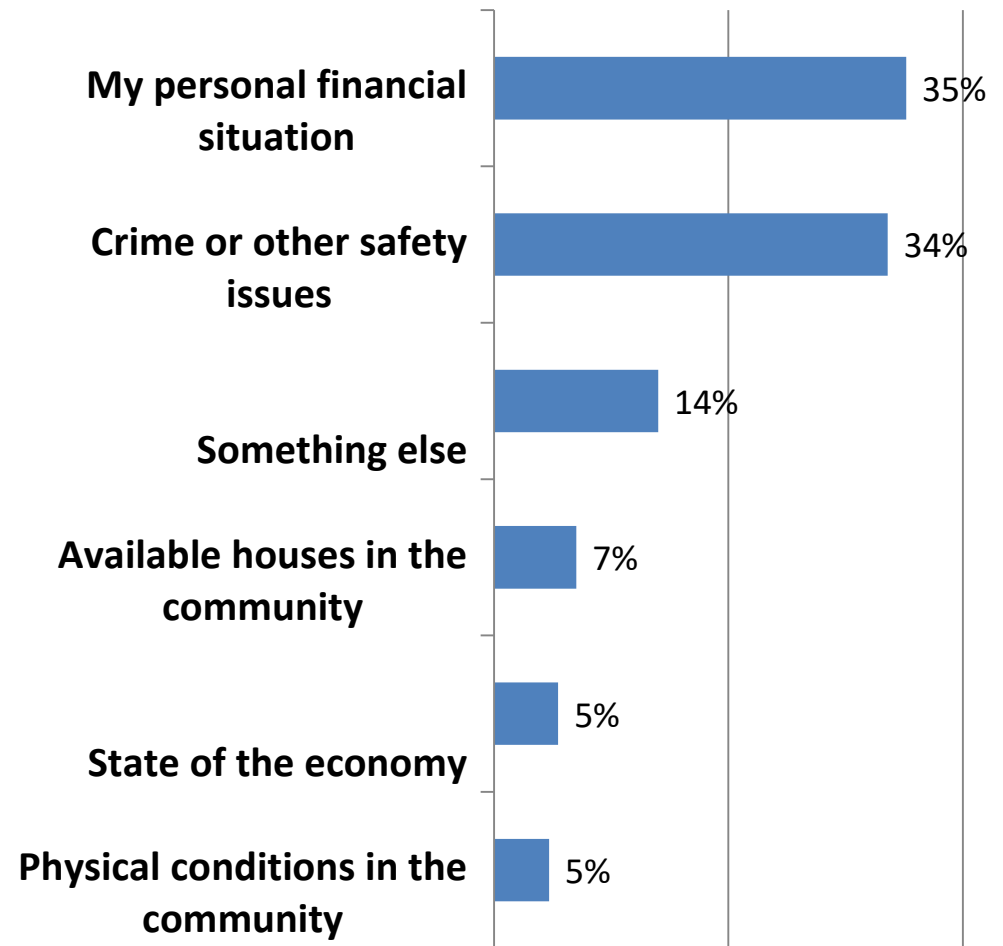


 Own (22.5%)    Rent (70.0%)    Live with Relatives/Others (7.5%)

# Would you consider buying a home?

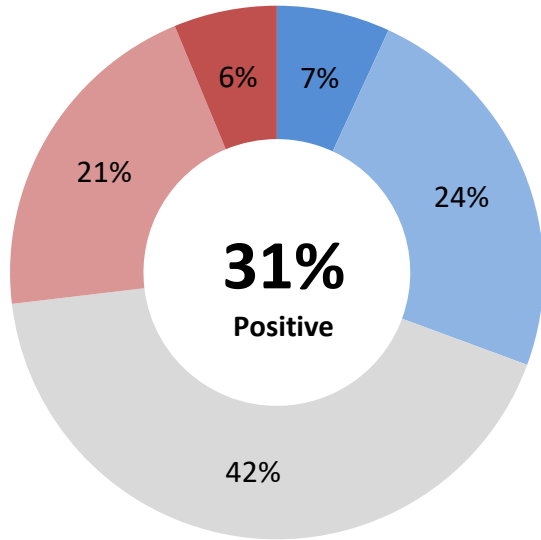


## Primary reason for not buying a home?



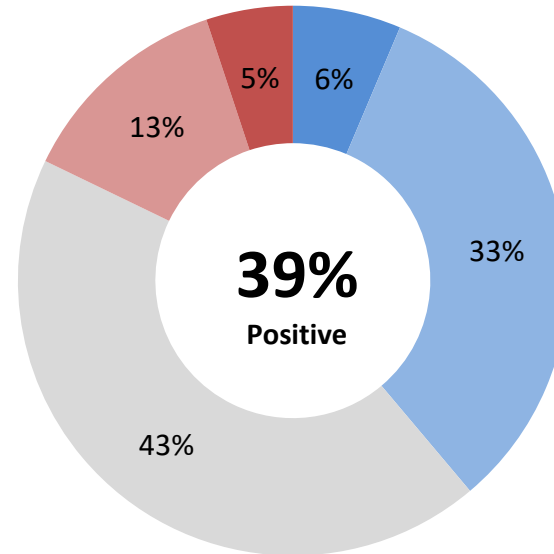
# Rate different aspects of community:

## Cleanliness of the Community



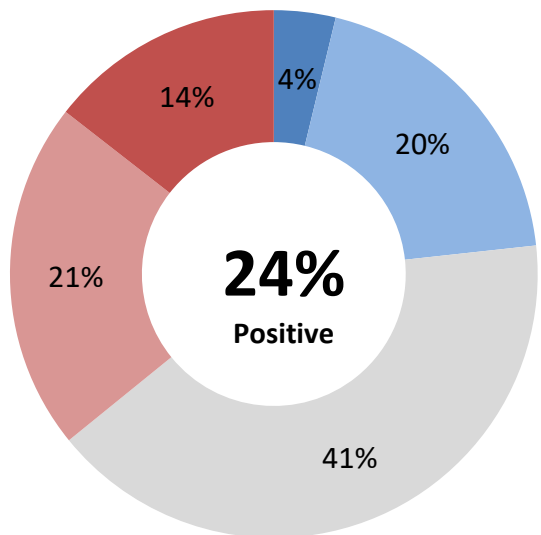
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

## Physical Conditions of Homes



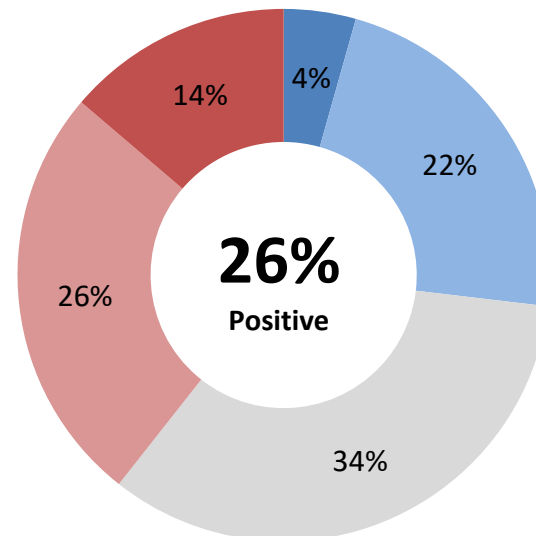
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

## Physical Condition of Public Spaces



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

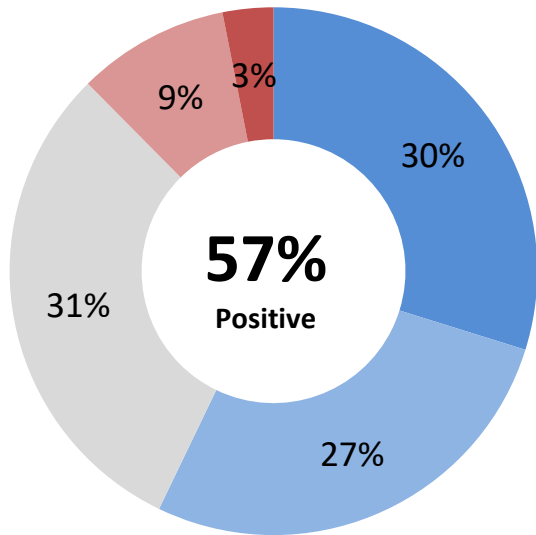
## Safety



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

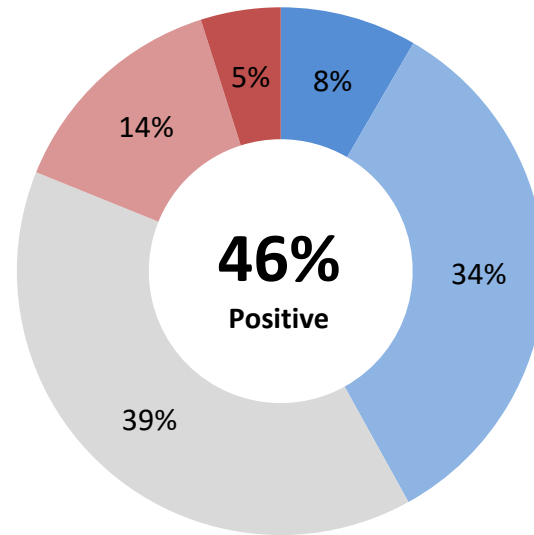
# Rate different aspects of community:

## Friendly Neighbors



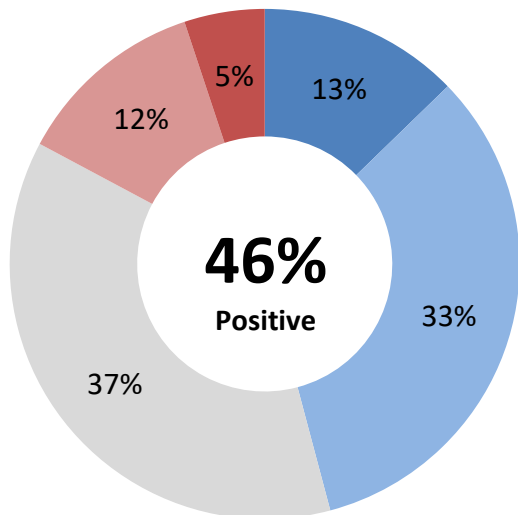
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

## Quality of Public Services



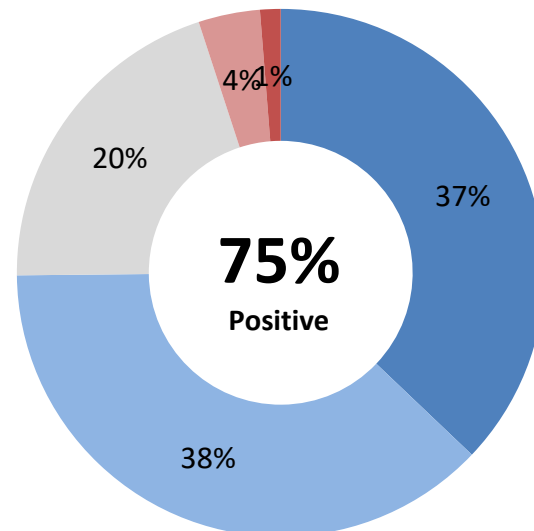
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

## Available Goods & Services



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

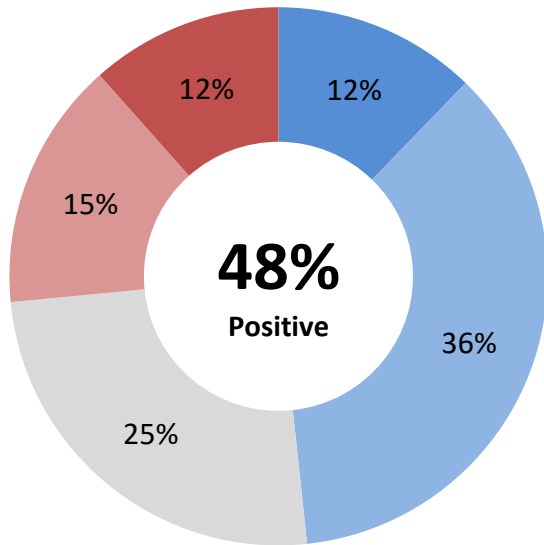
## Transportation Access



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

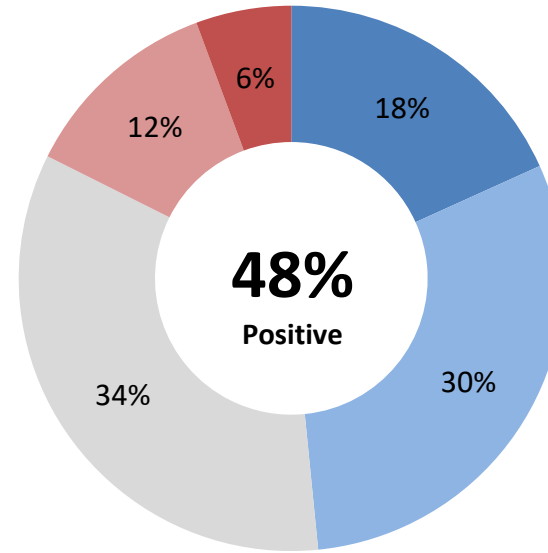
# Rate different aspects of community:

## Access to Employment Centers



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

## Housing Affordability

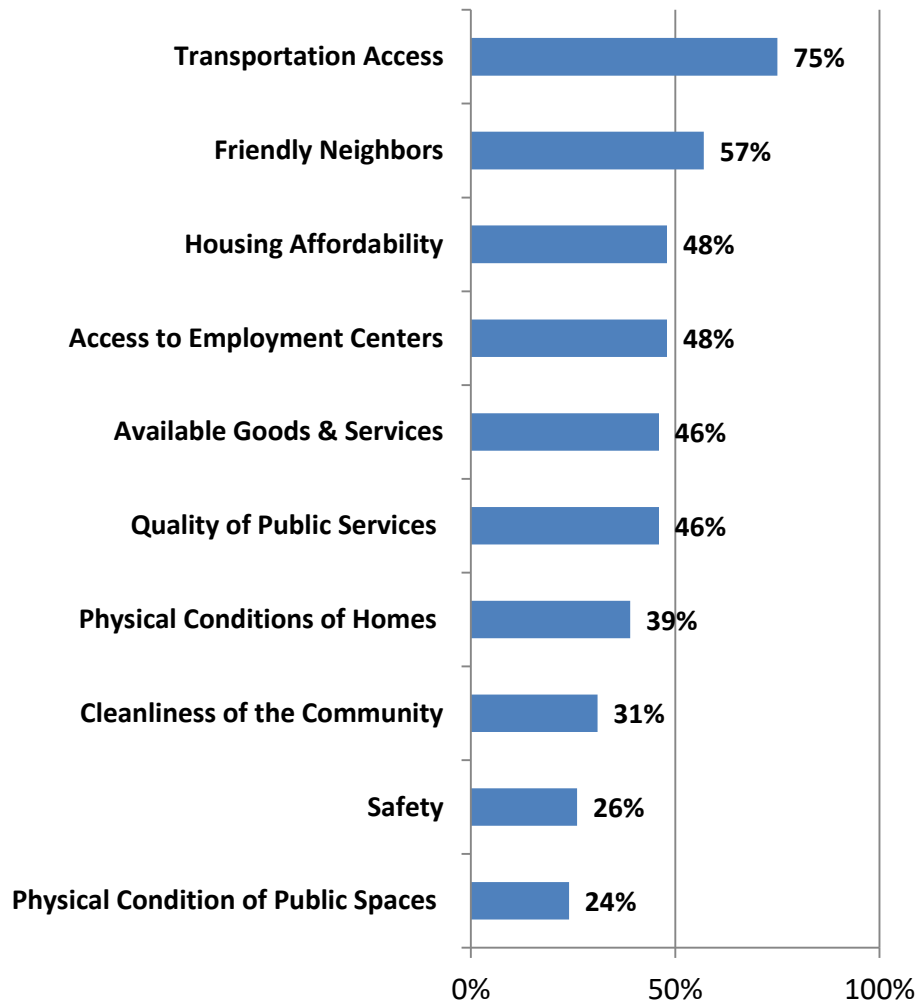


- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

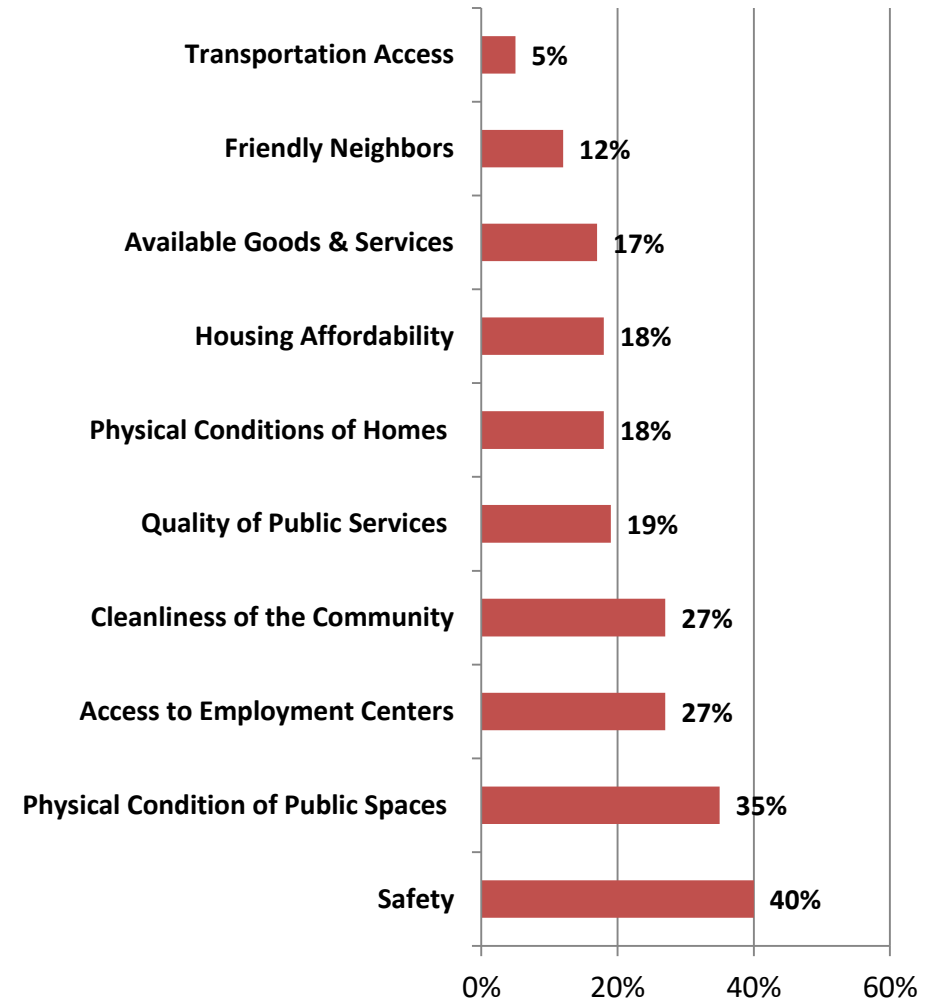


# Rate different aspects of community:

Positive rating by community aspect

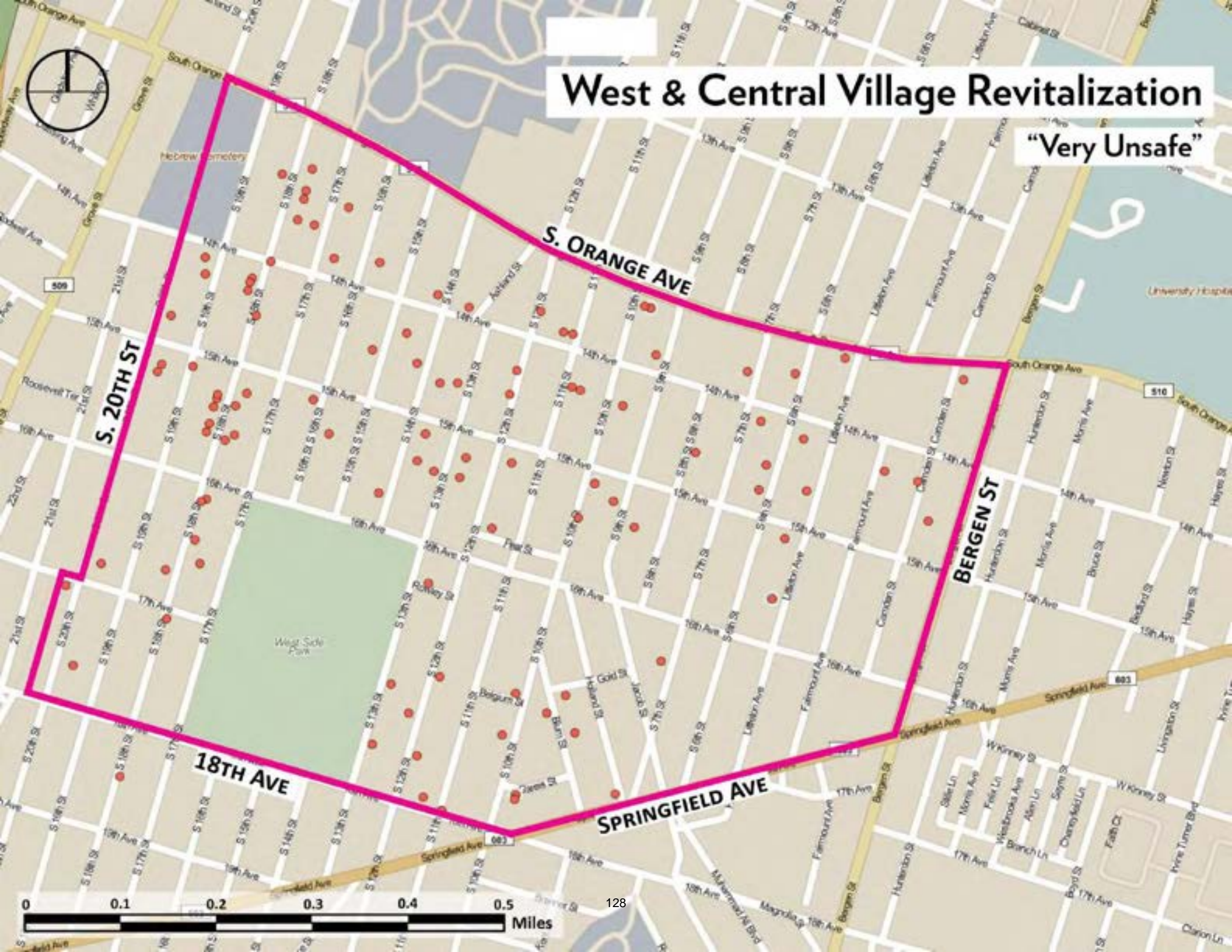


Negative rating by community aspect



# West & Central Village Revitalization

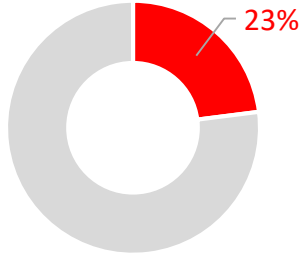
“Very Unsafe”



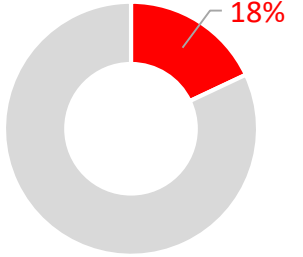
# Rated Safety as “very poor”

(By Sub Areas)

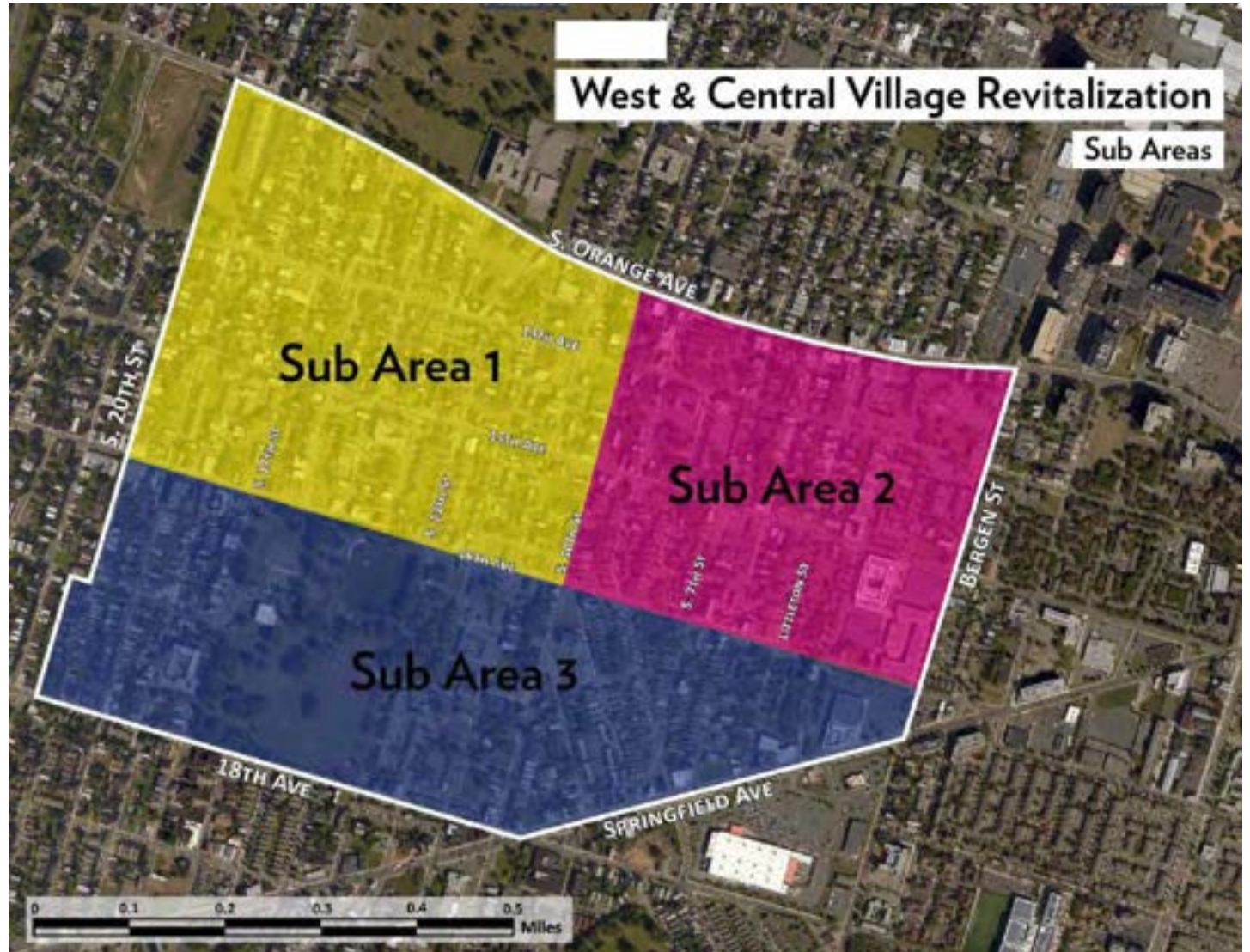
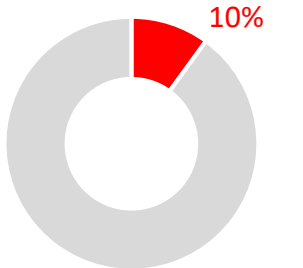
- Sub Area 1:



- Sub Area 2:

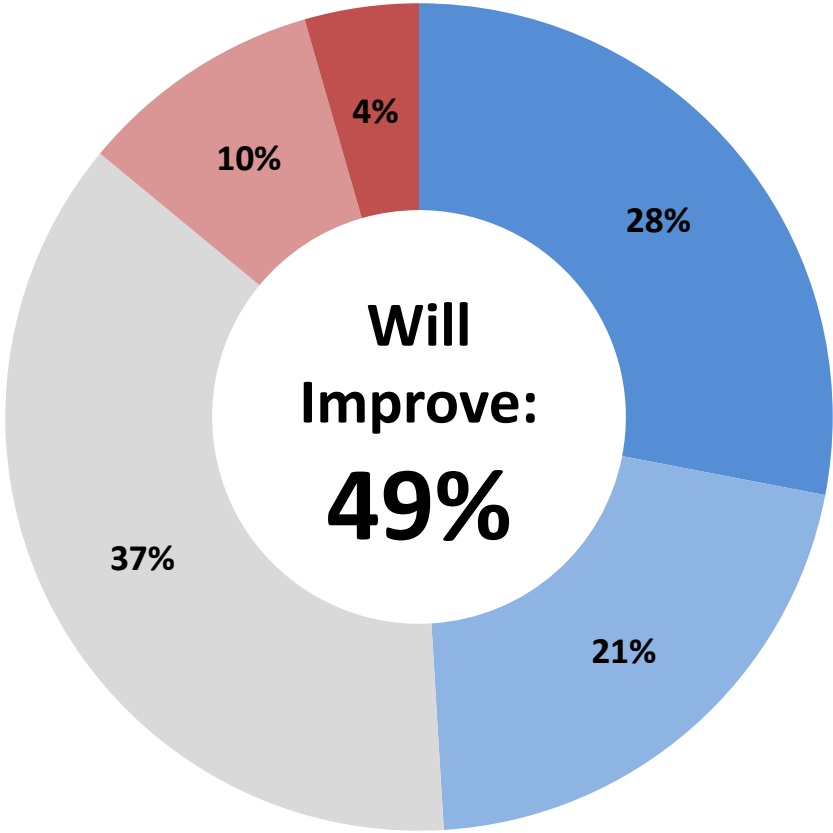


- Sub Area 3:



# In the next three years, how would you say this community is likely to change?

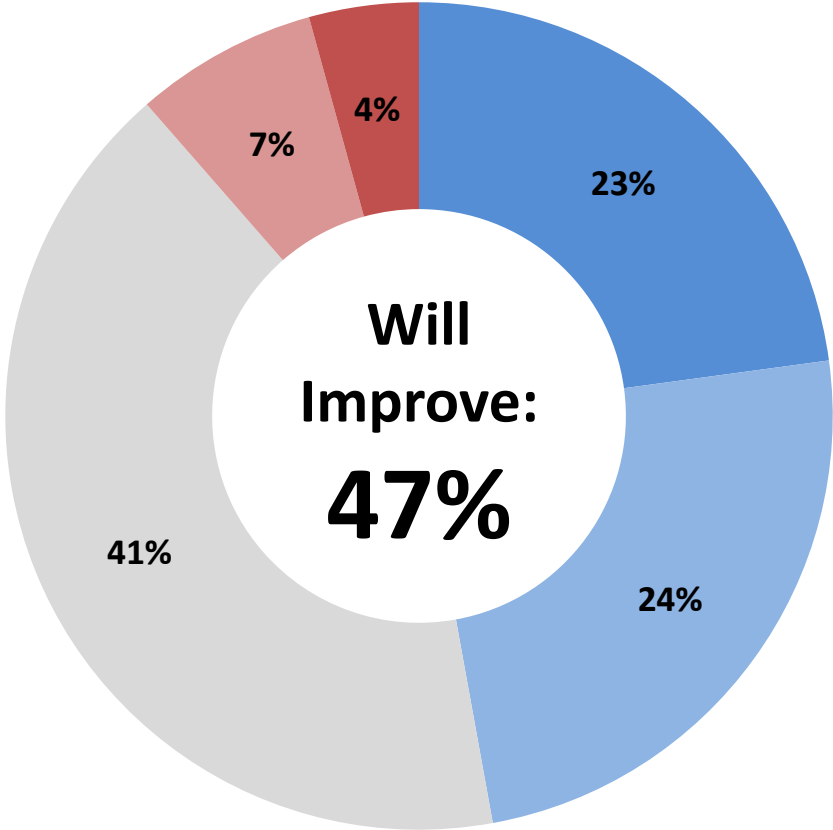
(All responses)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

# In the next three years, how would you say this community is likely to change?

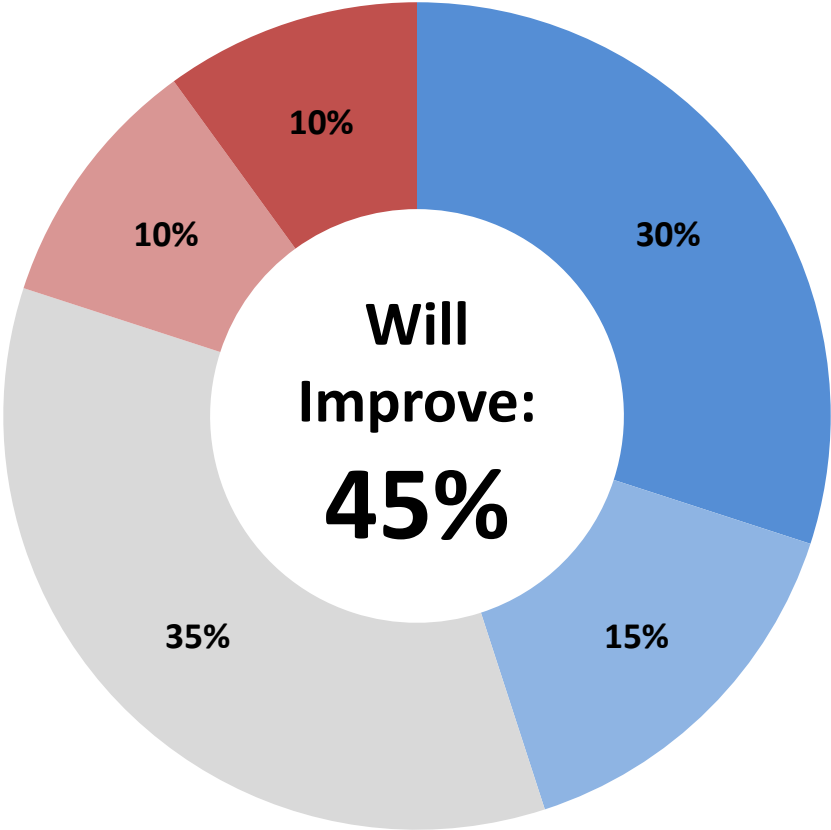
(Recently moved residents, 5 years or less)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

# In the next three years, how would you say this community is likely to change?

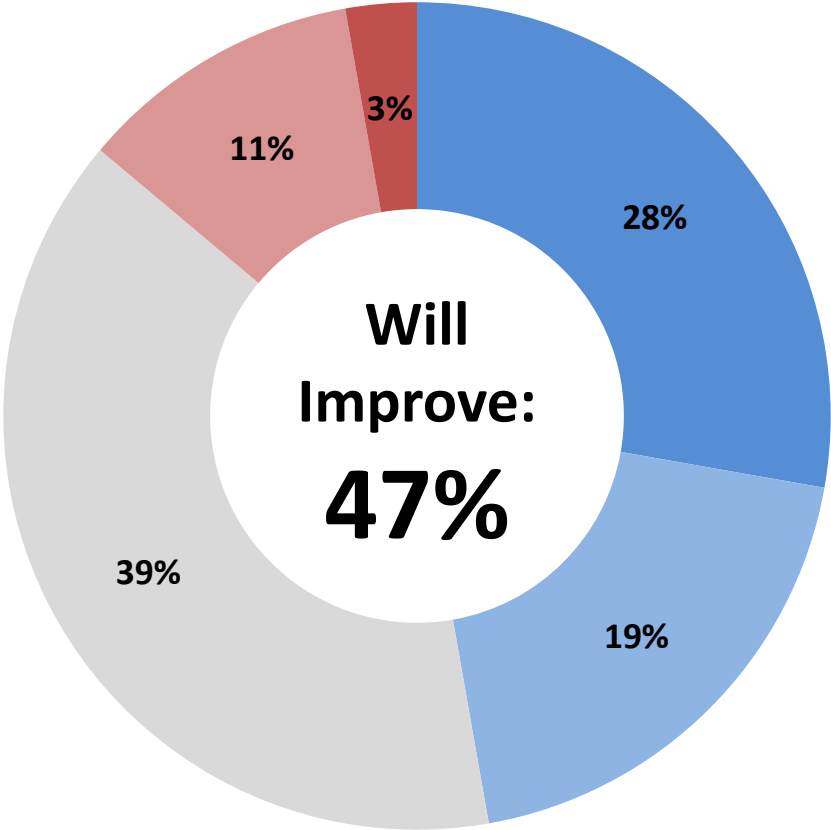
(Long time residents, 20+ years)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

# In the next three years, how would you say this community is likely to change?

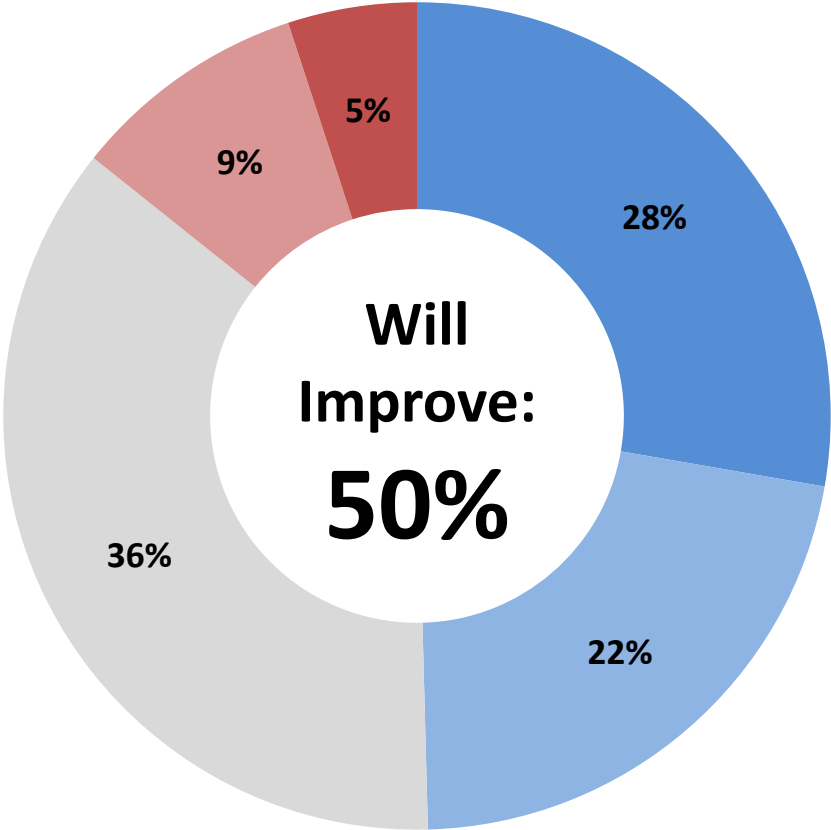
(Homeowners)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

# In the next three years, how would you say this community is likely to change?

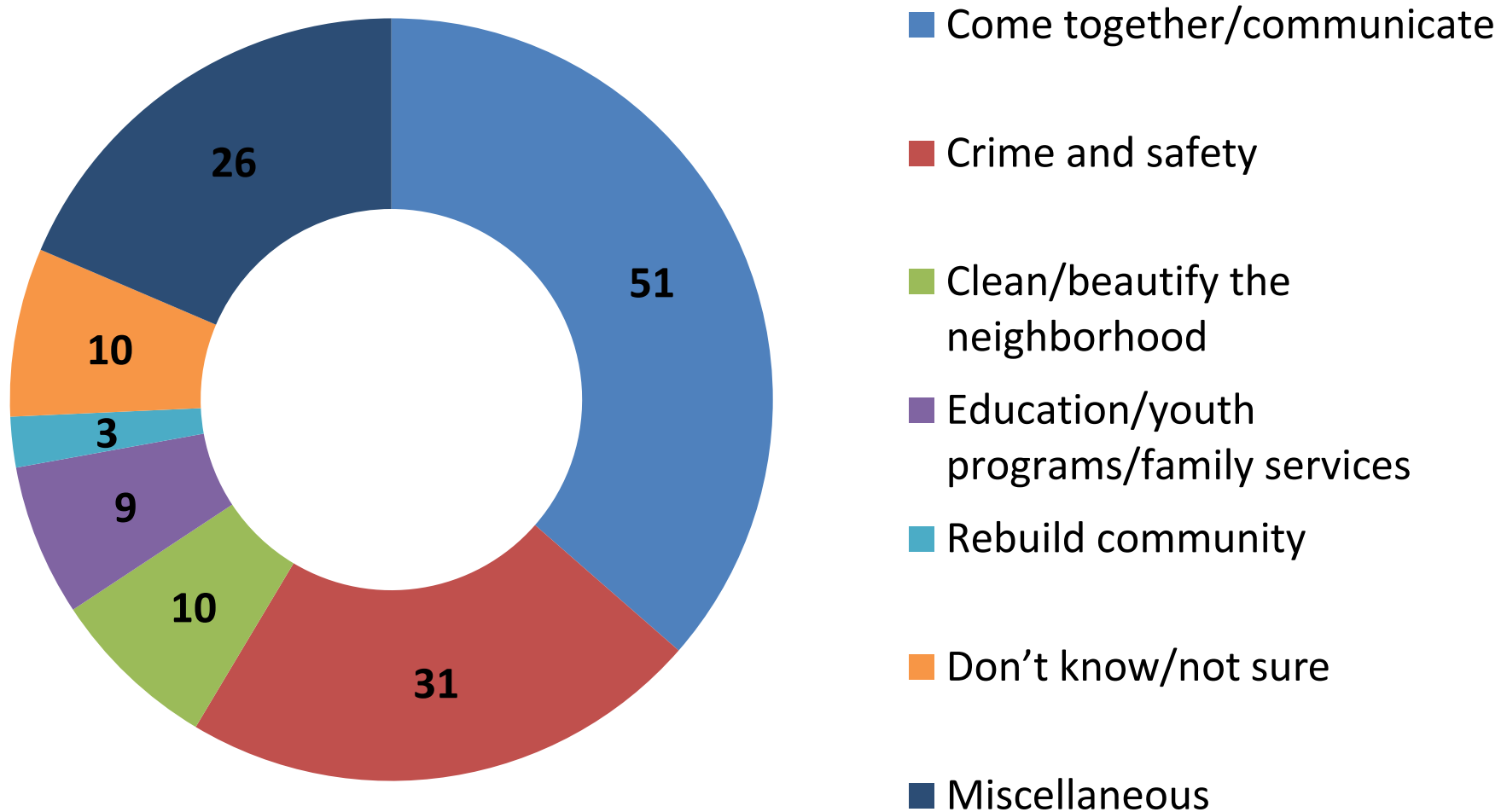
(Non-Homeowners)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

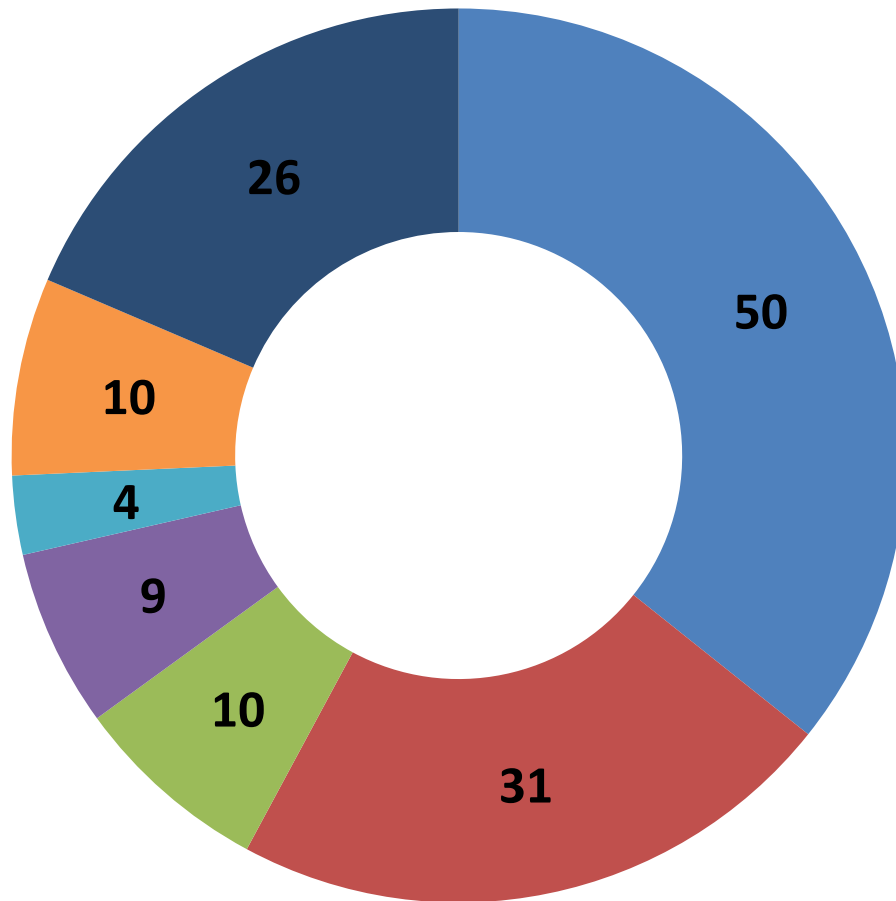


# What can people in this neighborhood do to make it a better place to live?



# What can people in this neighborhood do to make it a better place to live?

Come together/communicate



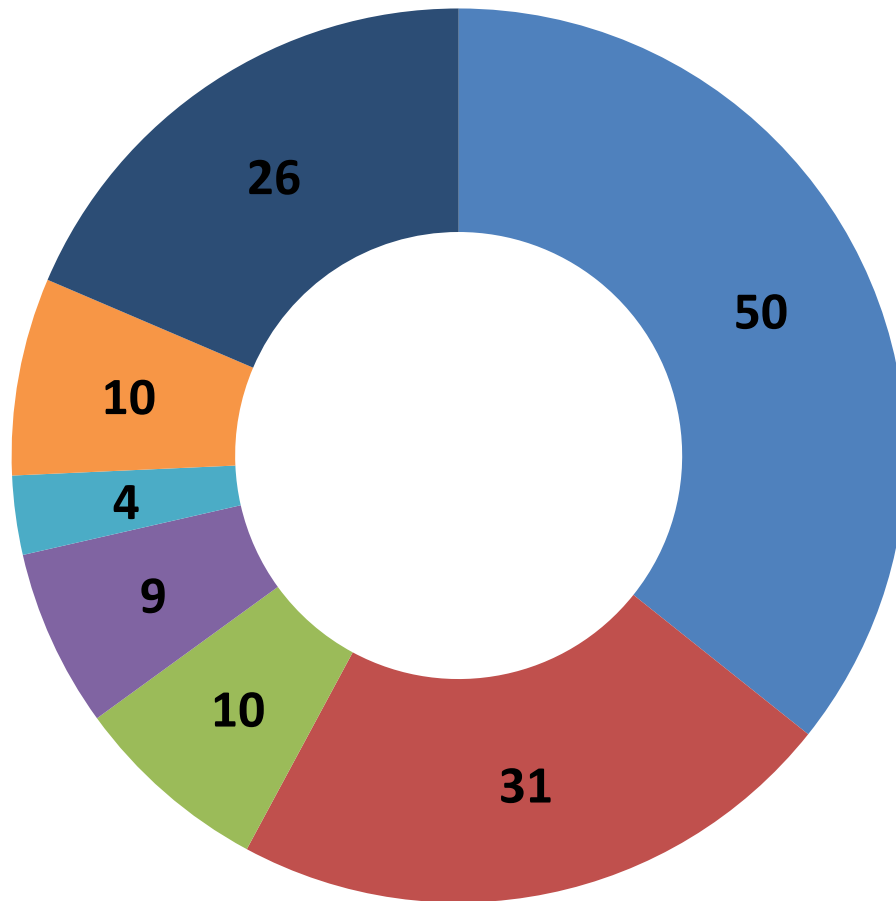
*“Come to together & discuss problems & find solutions.”*

*“Stick together, stop being against each other, communicate better.”*

*“Building community trust.”*

# What can people in this neighborhood do to make it a better place to live?

## Crime and safety

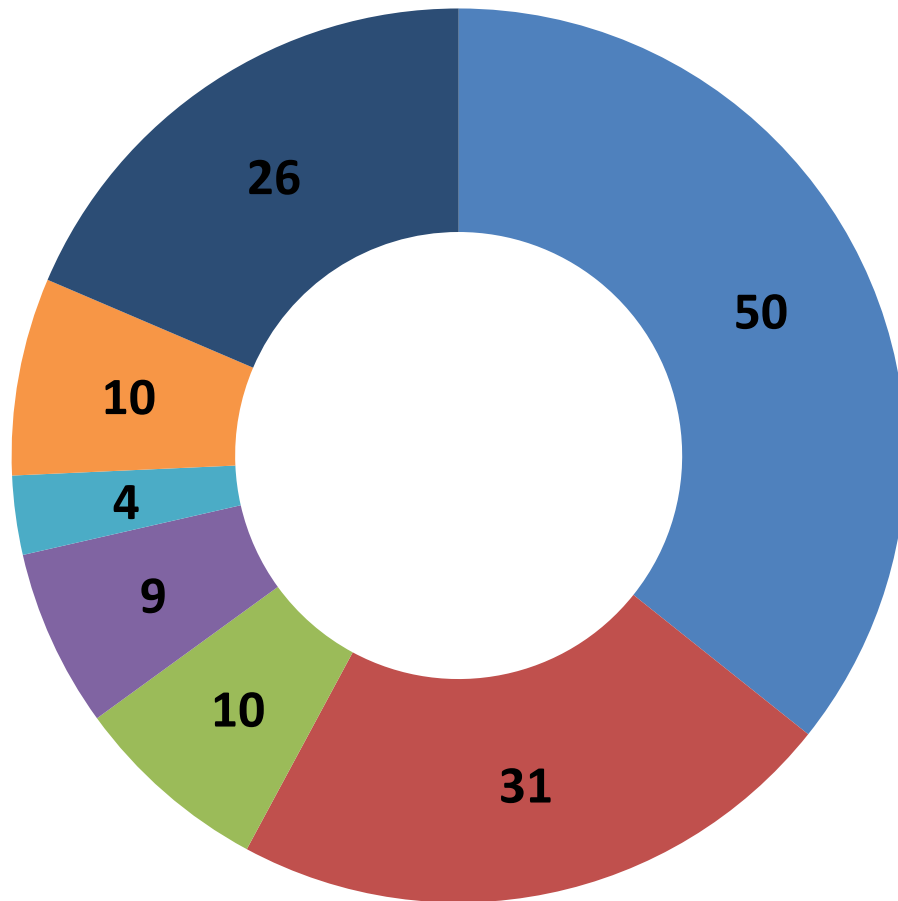


*“Start with community clean-up and neighborhood watch, organize safe street projects.”*

*“Don't make it convenient for people to come do crimes.”*

*“Clear out the drugs.”*

# What can people in this neighborhood do to make it a better place to live?



## Clean/beautify neighborhood

*“Stop throwing trash on the ground. Have garbage cans available. Educate your children and the next generation.”*

*“Keep the front of the area of their home clean, cut their grass if applicable.”*