



CONNECTING
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PATERSON NORTHSIDE COMMUNITY ACTION PLAN

Paterson Habitat for Humanity

FEBRUARY 2015

A LOCAL DEMONSTRATION PROJECT



VACANCY SOLUTIONS FOR
RETAIL CORRIDORS

INCREASED ACCESS TO JOBS
AND TRANSIT

INCREASED RESILIENCY ALONG
THE PASSAIC RIVER

CRIME PREVENTION THROUGH
ENVIRONMENTAL DESIGN



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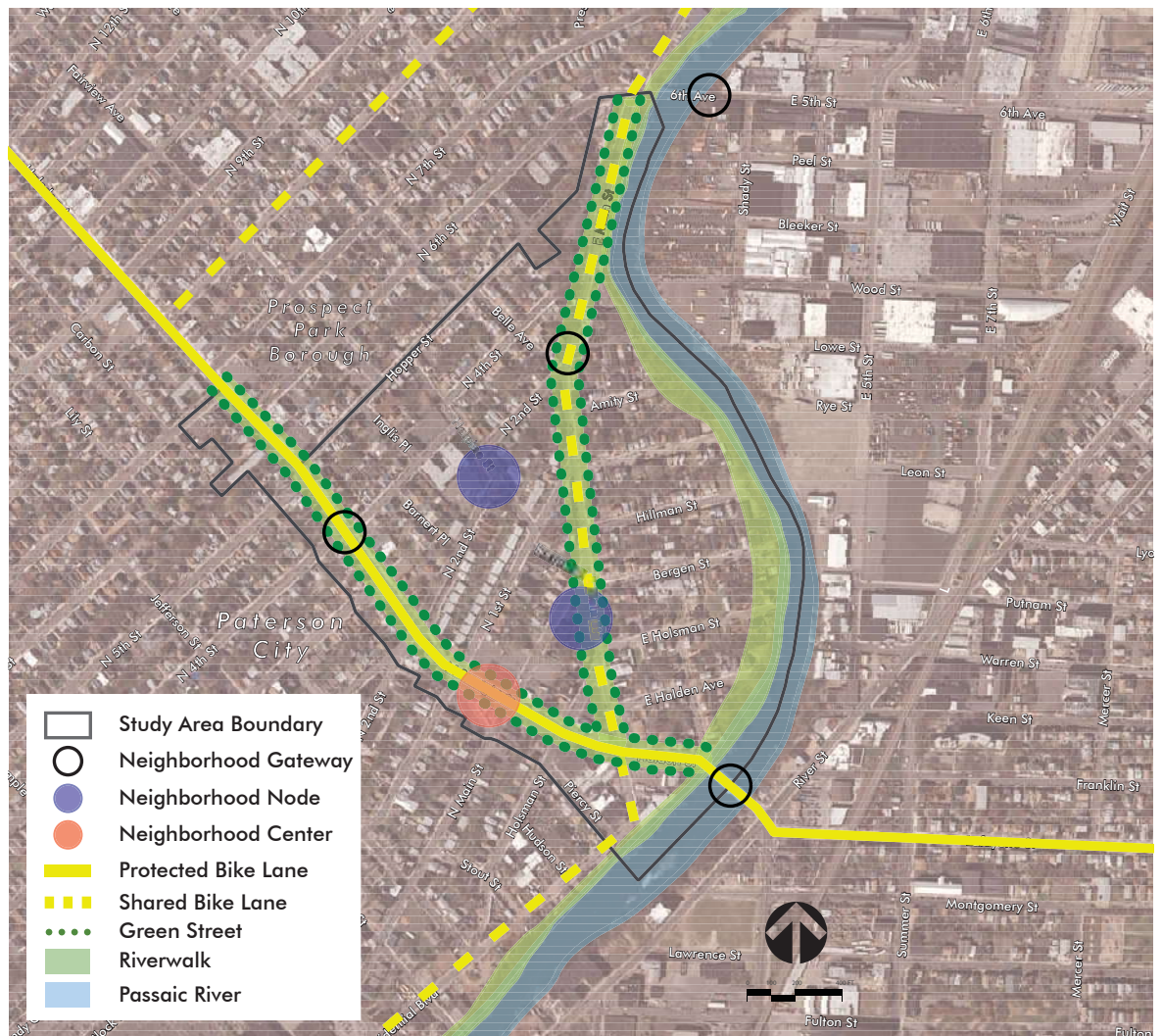
EXECUTIVE SUMMARY

The Paterson Northside Community Action Plan is an economic development and neighborhood stabilization plan that focuses on Paterson's mostly residential Northside Community. The Action Plan builds on Paterson Habitat for Humanity's revitalization work and the Building Pride in the Northside Community Revitalization Plan, a comprehensive resident driven effort created in partnership with the NJDCA's Neighborhood Revitalization Tax Credit Program.

Bounded by the Passaic River on one side, the Northside Community is characterized by high poverty rates, disinvestment, crime, frequent flooding and car dependency. Therefore, the Action Plan focuses on improving quality of life in the area through enhanced public safety, advanced economic development, increased access to job opportunities, and plans for new open space and recreation.

PROJECT GOALS

- Enhance economic opportunity by addressing vacancy solutions for area retail corridors.
- Increase job-focused access to transit.
- Explore resiliency measures and open space concepts for the flood-prone areas along the Passaic River.
- Leverage Crime Prevention Through Environmental Design (CPTED) principles.



Project Concept Plan: Located along the Passaic River, the study area is mostly residential and is characterized by high poverty, vacancy, & crime rates, as well as flooding.

ECONOMIC DEVELOPMENT

The plan seeks to increase access to opportunities by creating improved employment and business options within Paterson, as well as connecting residents to opportunities within the larger region. The main strategies for economic development involve introducing new mixed use development, particularly mixed income infill housing, and developing a business incubator and job training center in the Northside.

Other economic development recommendations include increasing access to community programs, creating local and affordable daycare centers, and establishing a buyout program for commercial and

industrial properties in flood-prone areas.

MOBILITY IMPROVEMENTS

Recently, a variety of studies and reports to improve transportation in the region have been completed. The Paterson Northside Community Action Plan builds upon these efforts and recommends maintenance and upgrades for sidewalks and crosswalks, adding new and upgraded bus shelters, educating youth and community members to create a Safe Routes Corridor, extending bike lanes on Haledon Avenue, implementing traffic calming measures throughout the Study Area, and collaborating

with transit providers and regional employers to improve service for all work shifts.

COMMUNITY DESIGN

An emphasis of the plan is also improving the public realm in terms of design and community safety. Upgrading the streetscapes and adjacent buildings and properties can establish a safer and more attractive community, with a higher quality of life. Strategies for community design include installing new pedestrian scale lighting, upgrading streetscapes and building façades, instituting trash pick-up programs, enforcing code related to safety and community design, collaborating with artists to create a “street tattoo” for traffic calming and public art, developing a branded Bunker Hill Gateway program, instituting a consistent wayfinding program, and mapping historic properties in the neighborhood.

Crime Prevention Through Environmental Design (CPTED) focuses on improving neighborhood safety by altering the physical environment, including streets, buildings and properties. Some ideas for CPTED in the Paterson Northside were developed during two public workshops in a parallel Together North Jersey effort and integrated into the Northside Community Action Plan.



One key recommendation of the plan is the establishment of a food hub, which would provide a neighborhood grocery and could also include a place for skills training for farm markets, food co-ops & urban agriculture

ENVIRONMENTAL AND INFRASTRUCTURE IMPROVEMENTS

The primary environmental concerns in the Study Area are flooding and wastewater discharges. There is also potential contamination from past development activities, as well as illegal dumping and fill material of unknown origin. Environmental and infrastructure recommendations include implementing/expanding the buyout program for residential and non-residential properties in flood-prone areas, improving emergency and flood preparedness, minimizing non-point and catch basin stormwater runoff, planning for the expansion of combined sewer upgrades, incorporating green infrastructure, such as rain gardens, expanding community gardens and pocket parks, and developing a Passaic Riverwalk.

The Plan also anticipates continued work with the residential buy-out program by Passaic County and City of Paterson using federal Hurricane Irene response funds. The expansion of this program to include non-residential properties is one of the Plan's recommendations. The end objective is to formulate a comprehensive program that is coordinated with the County, City, and property owners and matches a consistent plan concept and associated zoning for the blocks along the Passaic River.

IMPLEMENTATION

In order to make the improvements in the Northside Community Action Plan, Paterson Habitat for Humanity, the City of Paterson, and partners need to take a series of short, medium and long-term actions. A Planning and Implementation Agenda (PIA) is included to indicate these actions developed during the evolution of this and other planning initiatives over the last several years. The agenda recognizes that successful implementation of the Plan requires strong local support and action, as well as assistance from Passaic County and the State of New Jersey.

The key recommendations are listed by category below. A summary of the PIA table is provided in the *"Phase 3: How do we get there?"* section. The full Planning Implementation Agenda with detailed steps, potential funding and partners can be found in Appendix A.

Economic Development

- Encourage mixed use development & mixed income infill housing
- Develop business incubator/support services center/living wage training center
- Increase access to community programs to the Northside
- Provide affordable & local daycare

- Create Food HUB: skill training for farm markets and small businesses, food co-ops, and urban agriculture

Mobility Improvements

- Upgrade new bus shelters & amenities
- Reinforce Safe Routes Corridor
- Extend Haledon Ave. bike lanes & traffic calming
- Create traffic calming on East Main and North Main and Bergen Street

Community Design

- Upgrade pedestrian lighting/streetscape
- Create neighborhood façade program
- Enforce codes related to safety & community design
- Establish community uses in neighborhood

Environmental and Infrastructure

- Implement Residential Flood Buyout Program
- Pursue Passaic River flood controls
- Expand community gardens & pocket parks
- Develop a Passaic River Walk

TOGETHER NORTH JERSEY



The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.

TOGETHER NORTH JERSEY is an unprecedented planning initiative for the 13-county North Jersey Transportation Planning Authority region of New Jersey.

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region, and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

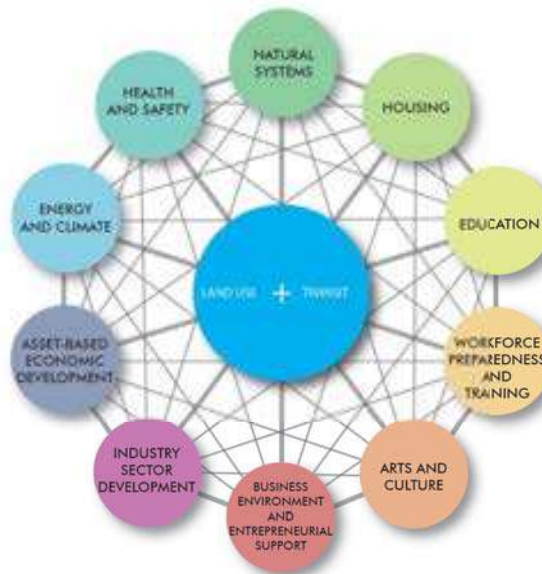
The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. The outcome of plan implementation will be a more sustainable future for the region that invests in existing communities where housing, jobs, educational, cultural and recreational opportunities are made more easily accessible. Through open forums TOGETHER NORTH JERSEY and its members have created a comprehensive and balanced plan that invests in the region’s existing

communities, where housing, jobs, educational, cultural and recreational opportunities are made more easily accessible to most residents without having to drive to them.

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the major policy issues that have been identified in recent years, as seen in the adjacent diagram.

Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project’s focus.





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PHASE 1:

WHERE ARE WE NOW?
WHERE ARE WE HEADED?



INTRODUCTION

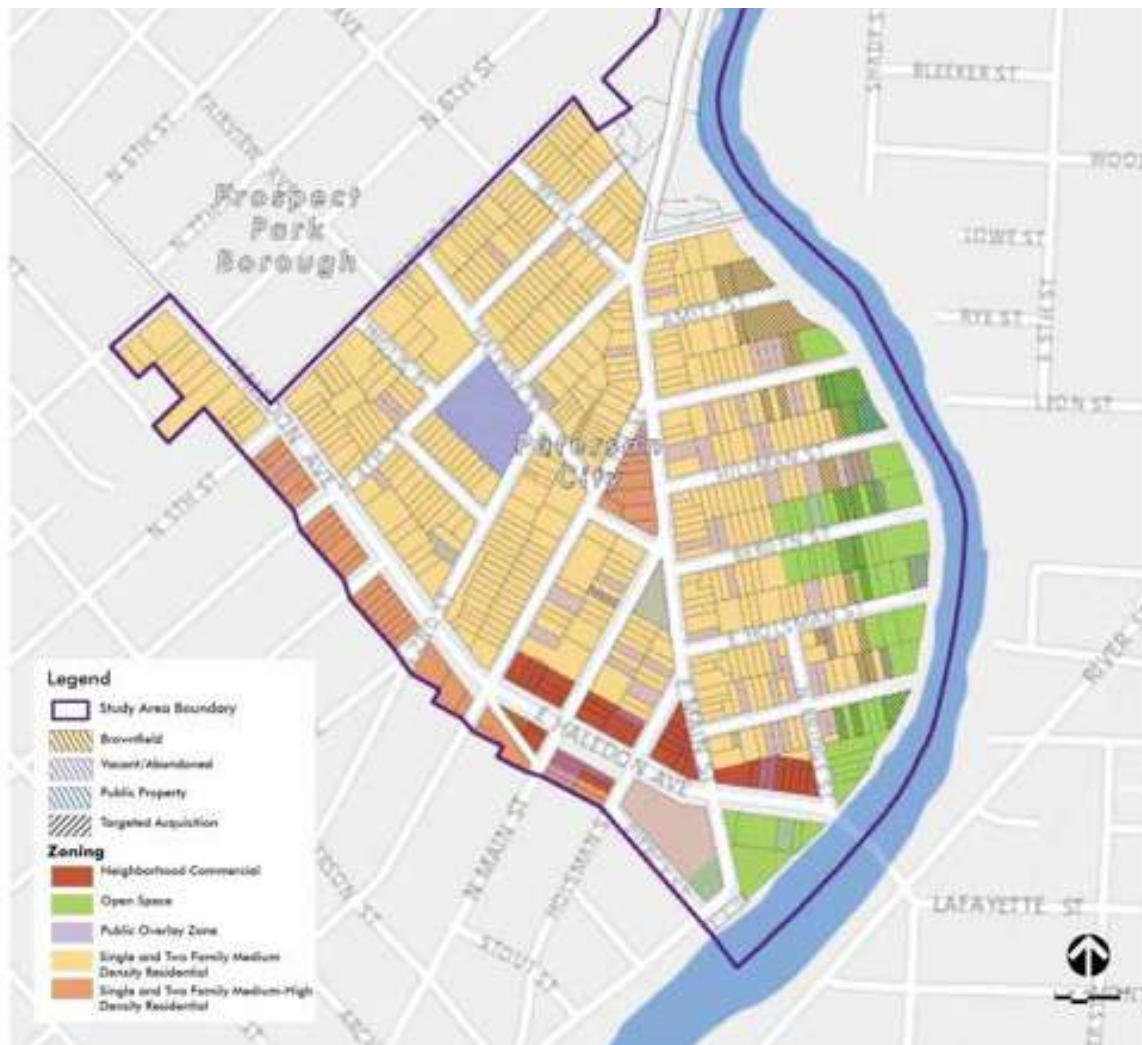
This project is a Local Demonstration Project (LDP), part of a larger regional planning initiative, crafting the Regional Plan for Sustainable Development, which Together North Jersey has launched pursuant to HUD's Sustainable Communities program. The project is being sponsored by Paterson Habitat for Humanity. NJ TRANSIT, a member of Together North Jersey, is providing one of its teams of on-call "Transit Friendly Planning" consultants for technical assistance for this project.

The LDP program is designed to create "on-the-ground" success stories and will be an important component of creating a supportive implementation framework and informing the development of the Regional Plan for Sustainable Development.

The Paterson Northside Community Action Plan seeks to enhance economic opportunities by addressing vacancy solutions for area retail corridors, and by increasing access to transit. The Plan explores resiliency measures for flood-prone areas along the Passaic River and leverage Crime Prevention Through Environmental Design (CPTED) principles to improve community safety.



The Study Area is a section of the Paterson Northside Neighborhood and borders the Bunker Hill Special Improvement District



Existing zoning and land conditions in the Study Area

PROPOSED STUDY AREA

The Study Area for LDP #10: Paterson Northside Community Action Plan is a subset of the Ward 1 Northside Neighborhood from the “Building Pride in the Northside” Plan. The area borders Prospect Park and Hawthorne to the north and west and the Bunker Hill district across the Passaic River.

PROJECT GOALS

In cooperation with the local patterns and project steering committee, the project goals within the study area were identified as follows:

- Addressing vacancy solutions for retail corridors by defining mixed use development options at key nodes and exploring business relocation solutions
- Increasing access to jobs and transit
- Increasing the resiliency of the area by creating a design concept for the open space, including buyout areas along the Passaic River
- Leveraging Crime Prevention Through Environmental Design (CPTED) principles at key nodes to improve community safety

BUILDING ON EXISTING PLANS AND STUDIES

The Northside Community Action plan LDP project builds upon Paterson Habitat for Humanity's community-based revitalization plan for the neighborhood, "Building Pride in the Northside". The plan was a Neighborhood Revitalization Tax Credit (NRTC) Plan submitted to the New Jersey Department of Community Affairs. That effort resulted in public outreach which brought community members to the table in focus groups and facilitated an asset based community development perspective.

Five key areas of opportunity emerged with a focus on youth, jobs and economic development, affordable housing, quality of life and environmental/open space needs around a common vision for the future growth of the Northside community.

The NRTC Plan objectives included:

Youth and Young Adult Development:

Build upon existing community assets (public schools, library, health center, not-for-profits, faith-based organizations) in order to train and educate the youth and young adult population with a focus on creativity, environmental and career skills.

Quality of Life: Create initiatives and programs that create a healthy environment

through citizen empowerment, development of communication distribution channels, increased safety measures, neighborhood cleanliness and neighborhood pride.

Economic Development: Develop adult job training programs and create job opportunity databases. Encourage private investment into the community and work with these organizations to procure local services and resources in their development efforts. Provide for new retail services with the goal of increasing the neighborhood's economic vitality and consideration for mixed use development along prime gateways that are outside the flood area, such as the higher elevations of West Broadway and Haledon Avenue.

Housing: Facilitate new affordable and mixed income housing opportunities by rehabilitating and weatherizing existing homes, eliminating abandonment and removing spotted blight, working to curtail potential foreclosures, leveraging vacant and underutilized lots, promoting energy efficiency in new construction and increasing accountability of vacant property owners through enforcement of the City's Abandoned Property ordinance.

Environmental/Open Space: Create an environmentally sustainable neighborhood with new and enhanced recreational areas and green spaces within the urban landscape. Increase permeability along the Passaic River such as a river walk to reduce flooding and related impacts.

The LDP is meant to continue the planning and implementation strategies for a subset of the NRTC area.

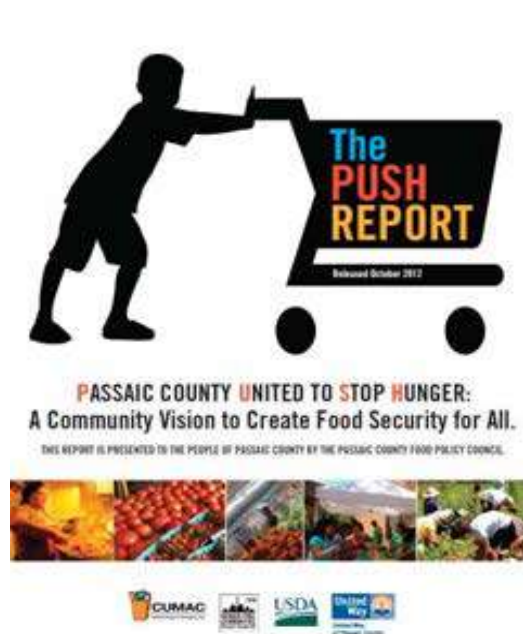
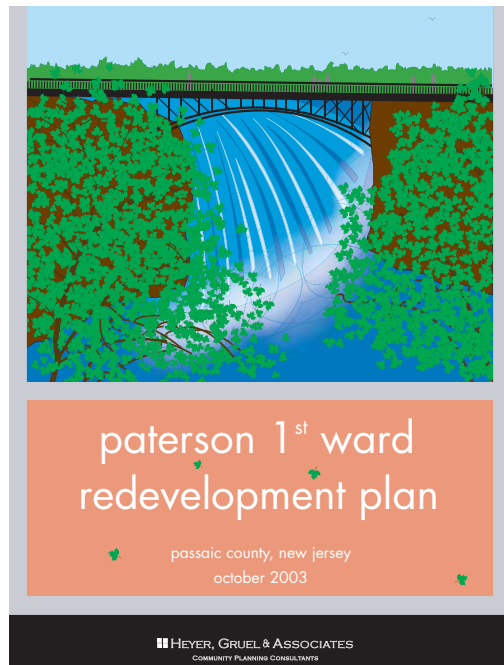
Northside Neighborhood Plan: "Building Pride in the Northside"

Neighborhood Revitalization Tax Credit (NRTC Plan)



The following list of additional documents were reviewed as part of the background baseline to gain insights into previous research and outreach efforts:

- Paterson 1st Ward Redevelopment Plan (2003)
- The Passaic County United to Stop Hunger (PUSH) Report (2012)
- Bunker Hill News, Bunker Hill Industrial Park Special Improvement District (2012)
- Northside Neighborhood Plan (2011)
- Neighborhood Revitalization Tax Credit (NRTC) Plan (2011)
- City of Paterson Crime Prevention through Environmental Design Audit (2013)
- Passaic County Complete Streets Guidelines (2012)
- Green Streets & Infrastructure: A County Approach, Passaic County Department of Planning & Economic Development (2011)
- Haledon Avenue Green Infrastructure Concept (2012)
- Where is the Food? A Report on Food Insecurity and Food Access in Passaic County, New Jersey (2012)
- Next Steps for Green Streets Strategy Assistance in Paterson, New Jersey (2012)
- Napier Academy, City of Paterson: Walkable Community Workshop (2012)
- EPA's Environmental Justice Collaborative Problem-Solving Model (2008)
- Transportation Element of the Passaic County Master Plan (2012)
- Heritage Tourism Element of the Passaic County Master Plan (2013)
- Morris Canal Greenway Feasibility Study (2011)
- NJ TRANSIT Paterson Corridor Survey Data: Research & Forecasting (2014)
- Passaic River Main Stem Flood Risk Management, New Jersey/New York, Preliminary Evaluation Report - Phase 1 (2013)
- Understanding Crime Displacement: A Guide for Community Development Practitioners
- SafeGrowth: Creating Safety & Sustainability through Community Building and Urban Design
- City of Paterson Ward Street Station Transit Oriented Development Plan (2012)



EXISTING CONDITIONS

STEERING COMMITTEE TOUR

Steering Committee members from the community helped to outline the opportunities and challenges at the kickoff meeting and led the Project Team on an initial Project “Walk & Talk” tour for their portions of the Study Area. This allowed the Project Team to walk, observe and photograph the Study Area and gain insights to opportunities and constraints through the eyes and experiences of locals.



The group looks at traffic and safety issues on Haledon Ave.



The project goals and issues were discussed at the kickoff meeting held at Paterson Habitat for Humanity



The group walks along a new sidewalk and planted area on N. 2nd Street.



Jerry Flach of Paterson Habitat for Humanity points out some of the challenges along East Main Street.



Study Area: A subset of the Ward 1 Northside Neighborhood



Number 12 Elementary School at corner of Halpine and N. 2nd Streets is a key community asset



Children walk from the school along Halpine - In the Northside there are some sections without sidewalks and the street often serves as a common dumping area for garbage and debris



View along East Main Street as you enter the neighborhood from Hawthorne



The 6th Street Bridge, along with the Straight Street Bridge, are the neighborhood's only two connections to Bunker Hill and the rest of Paterson



Poor sidewalks, crosswalks, & pedestrian connections encourage jaywalking



The blocks between East Main Street and the Passaic River contain a variety of uses, including housing across from industrial properties, all of which are subject to flooding during storm events



Commercial uses in the area include a number of auto service and garages



Fences along street frontages are unattractive, creating an unsafe streetscape environment while increasing the perception of danger



Abandoned and boarded-up buildings create a harsh & unsafe streetscape lacking visibility both to and from the street



Crosswalks, like this one at the neighborhood playground, are in need of fresh paint & better crossing signalization



The community is working on Safe Routes Corridors, to educate youth on safety and safe havens

MOBILITY ANALYSIS

ROADS AND TRAFFIC

Haledon Avenue carries the heaviest automobile traffic, followed by East Main Street. These routes connect the Northside to the Borough of Prospect Park, Haledon, Hawthorne and other surrounding municipalities. The Straight Street Bridge and the 6th Avenue Bridge both cross the Passaic River and offer pedestrian access to Bunker Hill and to the rest of Paterson. These bridges act as a gateway into the community when the river is at normal depths and an impassable barrier when flooded out.

Many of the roads in the Study Area are in poor condition and are in need of repaving and pothole filling. The neighborhood has a modified grid of streets for many trip options, but bridges create choke points in the street network and are the biggest congestion and traffic hotspots.

The topography of the Study Area makes for difficult circulation conditions, particularly for walking and biking. Speeds, particularly on downhill sections of roads, such as Haledon Avenue approaching the river, are very high. This condition, combined with excessively wide streets, makes for very dangerous conditions for motorists and non-motorists alike.

PUBLIC TRANSIT

In the study area, bus service is provided along Haledon Avenue by NJ Transit Route 744, which connects Passaic and Wayne via Paterson. The bus runs about every half hour in each direction on weekdays, with hourly service on Saturdays and no service on Sundays.

A 2010 NJ Transit survey of bus passengers along the Paterson corridor found many customers dissatisfied with bus service - they complained the bus was frequently off-schedule. The survey also discovered many bus riders are William Paterson University Students. The vast majority of bus passengers (83%) indicated they have no other travel options besides the bus. There is not an easy connection from Route 744 to the Bunker Hill area. In addition to Route 744, there are 13 bus routes that originate or terminate in downtown Paterson, including four that go to New York City and two that go to Newark.

There are a variety of other bus and shuttle services in Paterson. The EZ Ride Community Cars is another service that is membership-based for seniors. For \$15 a year seniors can schedule pick-ups over the phone. Access Link and Passaic County Para-Transit are the two paratransit options available to seniors and disabled individuals.

Although NJ Transit's Main Line rail service, which runs from Hoboken to Suffern, NY, has a stop in downtown Paterson, the station is one mile from the southeastern corner of the study area. Service frequencies along this rail line do not compare with the frequency of regular NJT bus service that Paterson enjoys.

The 2012 Passaic County Transportation Plan highlighted the importance of increasing early morning and late evening off-peak service to better serve second or third shift workers and university students. There was also an emphasis on improving reverse commuter access, since most county residents work in Passaic County or neighboring Bergen County; less than 5% commute to New York. There is also potential future rail service in the Passaic-Bergen Passenger Rail Service Restoration Project, which includes the closest stop to the study area w on 6th Avenue, east of the Passaic River in Bunker Hill.



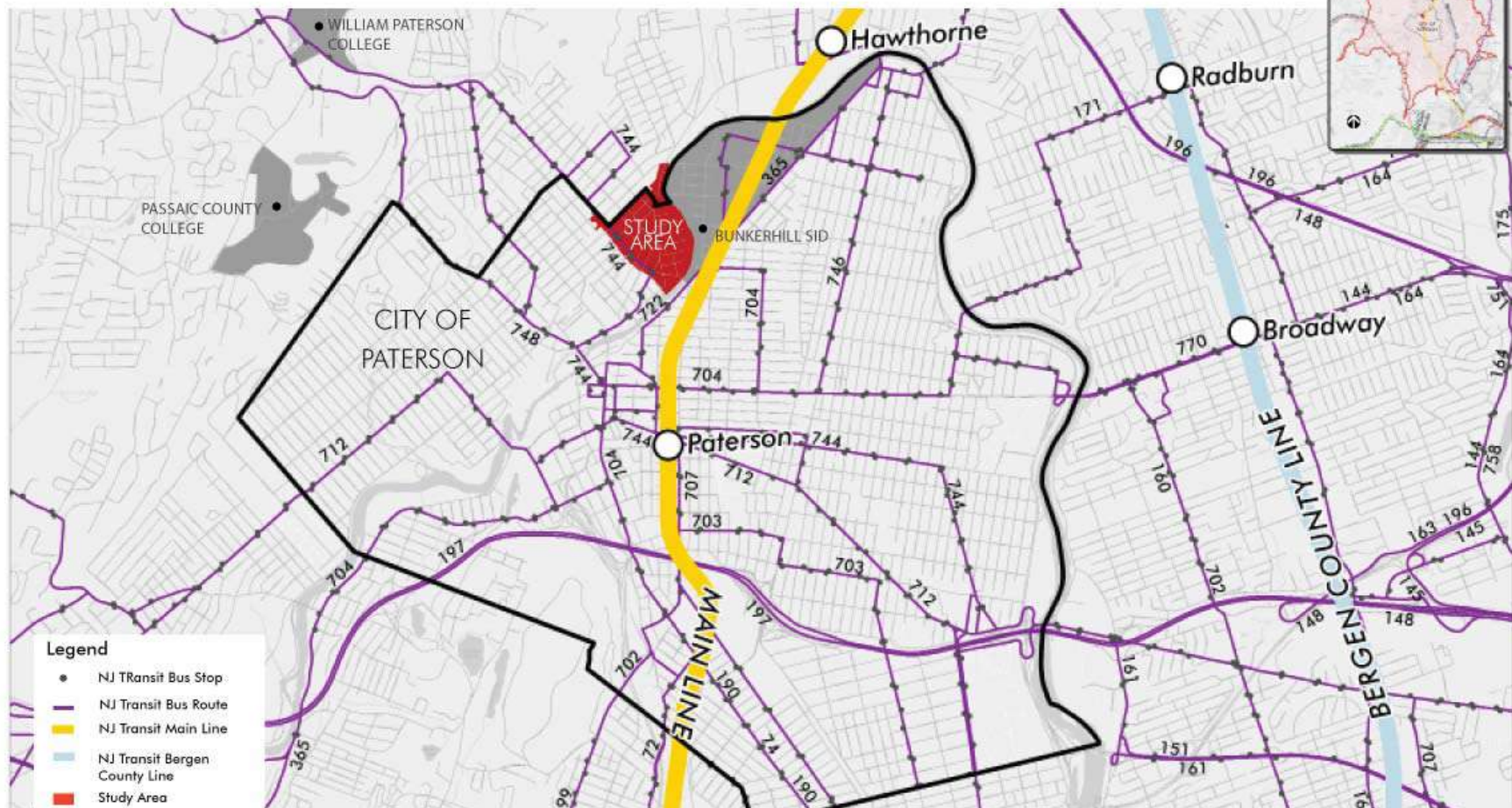
NJ Transit Bus Route 744 along Haledon Avenue



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PUBLIC TRANSIT NETWORK



Paterson area existing public transit network and regional destinations

BICYCLE AND PEDESTRIAN ROUTES

The Transportation Element of the 2012 Passaic County Master Plan identified a network of Bicycle and Pedestrian Priority Corridors. The goal is to create a safe network of on-and off-road facilities that connects downtown business districts, parks, riverfronts, and natural areas. Within the study area, E. Main Street and Haledon Avenue have been identified as priority on-road bicycle and pedestrian corridors.

In October 2012, Passaic County applied for a grant application to NJDOT for the creation of a ten mile bikeway network in Paterson linking Great Falls National Historical Park, Downtown Paterson and East Side Park, and connecting major public transit facilities, recreational facilities, and 27 public schools. Passaic County identified \$100,000 in county match funding for this project, known as the Passaic Bikeway Network Phase I or the BIKE-2013 Passaic County.

In March 2014, NJTPA approved the Passaic County Great Falls Circulation Study, to be conducted during the 2015-2016 fiscal year. The primary objective is to improve bicycle and pedestrian safety and access in the Great Falls gateway area.



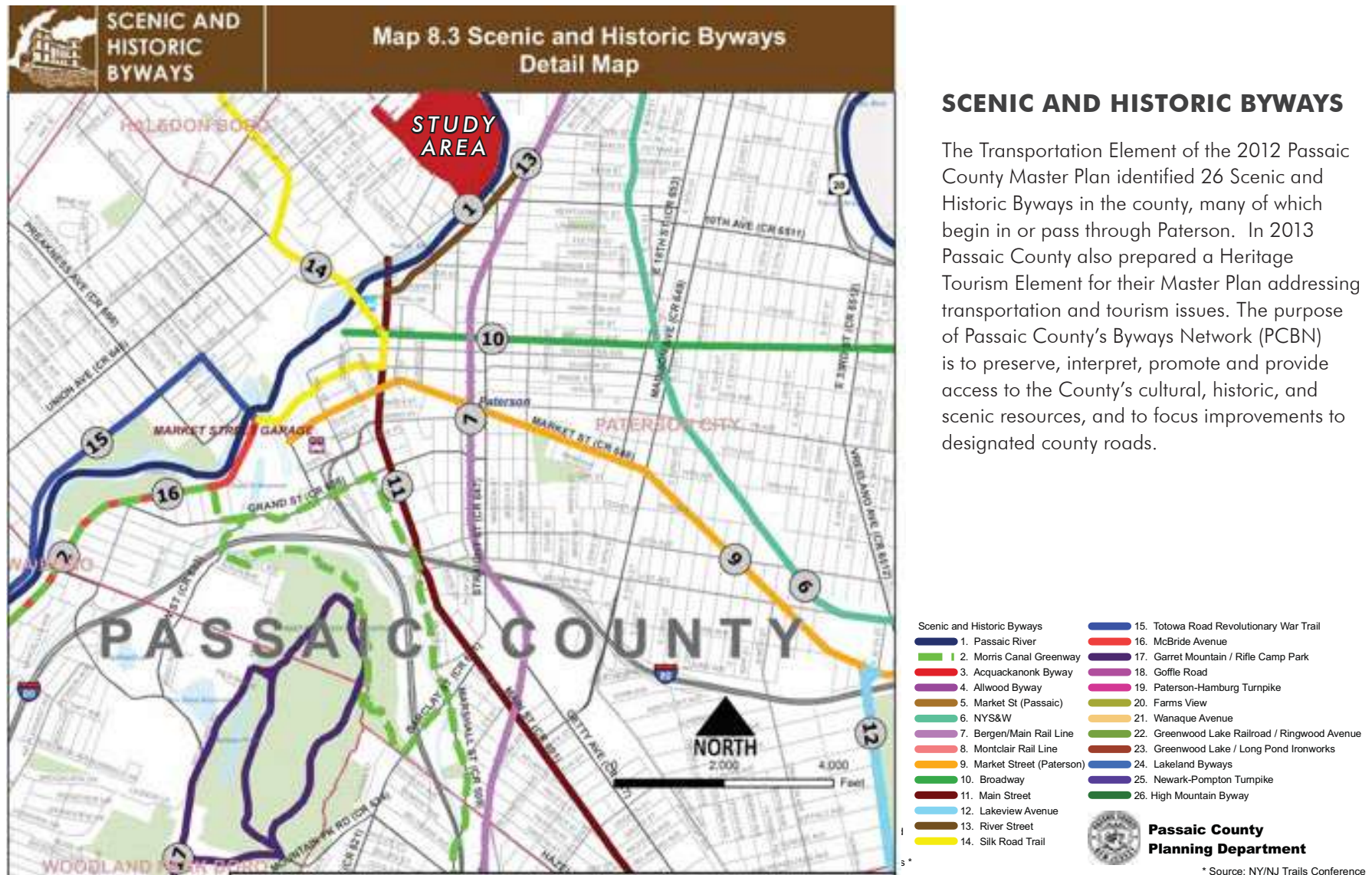
Pedestrians crossing street with no marked crosswalk or accessible ramp at N. 2nd St. & Barnert Pl.



Bike rider on narrow sidewalk along Presidential Boulevard



Jaywalker crossing East Main Street in the study area



Scenic and Historic Byways in Southern Passaic County

(Source: Transportation Element of the 2012 Passaic County Master Plan)

DEMOGRAPHICS BASELINE AND ANALYSIS SUMMARY

The socio-economic trends for 2010, 2013 (forecasted), and 2018 (forecasted) were comparatively analyzed for the Paterson Northside market area and the surrounding region. The geographic areas studied include:

- A 15-minute drive contour from the Paterson Northside (intersection of East Main and N 1st St)
- City of Paterson
- Passaic County

The analysis and recommendations that follow are based on a combination of quantitative and qualitative techniques. Quantitative analysis is underpinned by a combination of public and proprietary data sources, including U.S. Census-based data and Esri's Community Analyst software — a socio-economic data analysis tool. For the larger geographic areas, estimated and forecasted socio-economic trends examined include population growth, formation of family and non-family households, age cohort characteristics, racial composition, household income, residential tenure, and consumer expenditures.

POPULATION

All geographies examined are forecasted to experience flat population and household growth

through 2018, with Paterson likely to undergo the greatest growth at an effectively flat 0.3% a year. The age groups forecasted to undergo the greatest growth in the study areas over the coming years include younger empty nesters (55-64) and older empty nesters (65-74), both of which influence housing demand, particularly for smaller units.

INCOME

Through 2018, growth in median household incomes by area is forecasted to remain consistent with current relative rank; that is, the 15-minute drive contour is expected to see the greatest growth at over \$12,500, followed by Passaic County and nearly \$8,500, while Paterson, with the lowest household incomes, is forecasted to experience the lowest gains at under \$3,500. This continuing gap of income distribution by geography will likely exhibit effects.

Four out of ten study area households in the 15-minute Drive Contour earned an estimated \$75,000 or more in 2013. Nearly one out of six total households claimed incomes of \$150,000 or more in 2013, while nearly three out of ten earned less than \$35,000 during the same year. Through 2018, all income brackets earning more than \$75,000 are forecasted to grow, with the strongest growth occurring in the \$75,000 to \$99,999 category at an annualized growth rate of

over five percent. Conversely, households which claimed incomes of less than \$75,000 in 2013 represented nearly six out of ten total households, a share that is projected to decline to five in ten households by 2018 – reflective of a region which may risk becoming less affordable to low-and-medium skilled income workers.

Total Population	19,541
Projected Annualized Population Growth through 2018	0.05%
Median Household Income	\$35,943
Median Age	29.8
Diversity Index¹	86.1
Unemployment Rate	19.7%
Number of Housing Units	6,709
Median Home Value	\$273,958
Percent of Owner-Occupied Units	24.7%
Percent of Renter-Occupied Units	66.6%
Percent of Vacant Units	8.7%
Population 25+ with Bachelor's Degree or Higher	10.0%
Population 25+ with no HS Diploma	22.9%

1. Ranging from 0 (no diversity) to 100 (complete diversity), this measure represents the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups.



15-MINUTE DRIVE CONTOUR

Population: 739,478
 Total Households: 255,238
 Median Age: 38
 Median Household Income: \$61,119
 Percent of Household Incomes >\$75,000: 43%
 Percent Owner-Occupied Housing: 53%



CITY OF PATERSON

Population: 147,352
 Total Households: 44,662
 Median Age: 32
 Median Household Income: \$32,558
 Percent of Household Incomes >\$75,000: 15%
 Percent Owner-Occupied Housing: 25%



PASSAIC COUNTY

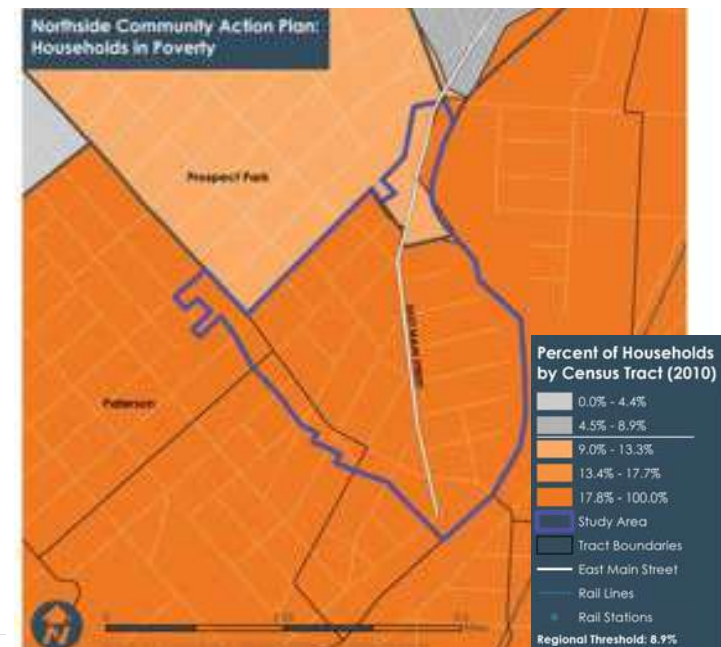
Population: 502,230
 Total Households: 166,893
 Median Age: 36
 Median Household Income: \$53,667
 Percent of Household Incomes >\$75,000: 38%
 Percent Owner-Occupied Housing: 50%

Source: US Census Bureau; Esri; 4ward Planning Inc., 2013

TRADITIONALLY DISADVANTAGED POPULATIONS

As these demographics indicate, there are concentrations of Traditionally Disadvantaged Populations within and surrounding the Study Area. These groups include primarily minority, elderly and disabled populations, greater in percentage than in all of Paterson and the larger region. There are also foreign-born and persons with limited English proficiency in the Study Area, but at lower rates than other parts of Paterson.

*Refer to Appendix B: Demographics Baseline Report for further information on overall demographics and to Appendix D: Traditionally Disadvantaged Populations Report for further detail.



AGE AND HOUSING DEMAND

Consistent with the population growth that occurred within Paterson and Passaic County between 1990 and 2000, many age cohorts grew as well, most notably grade school children and early and late stage families. However, more recent age cohort growth trends have shifted considerably for those age 55 and older, particularly empty nester households between the ages of 55 and 74. Between 2013 and 2018, those aged 65 to 74 are forecasted to grow by over four percent each year, in contrast to those between 45 and 54, who are predicted to decline by -1.5 percent annually.

Similar to Passaic County, the 15-minute drive contour from the Paterson Northside study area has also experienced steady growth in age cohorts representing those age 55 and over. As illustrated in the following graphic, the share of residents below age 25 and between 35 and 54, while comprising the majority of all persons in the area, is in steady decline.

In the near-term (the next seven years) and long-term (beyond the next seven years), housing demand in the 15-minute drive contour will likely come from within the demographic groups highlighted below. The 55 to 74 age cohort (the empty nesters) will exert considerable growing influence on the type of housing developed, specifically smaller housing units, as they downsize from traditional single-family units. As previously

highlighted, this group is increasing as a share of the total county population. To a lesser extent, young professionals (age 25-34) should also influence the county's housing market, as this age group will, typically, seek small, affordable, rental units with convenient commutes to jobs or school. However, this age group is forecasted to stay constant as a percent of the total population through 2018.

HOUSEHOLD TRENDS

The growth in married households, with and without children, has been outpaced by those living alone and non-family households of two or

more people, between 1990 to 2010. Further, single-parent households, both male and female, grew significantly during the same period, likely attributable to increases in divorce rates and decreases in marriage rates, as well as growth in non-married cohabitation. Non-family households and many single-parent households, by nature, tend to be small in size and, consequently, influence the development of smaller housing units over time – a housing demand market trend which the Paterson Northside and surrounding area will likely experience.

The majority of households in all three



Typical existing housing stock for the Northside neighborhood with many homes built prior to 1940.

geographies do not have children. By a significant margin, the City of Paterson exhibits the highest percentage of households with children, single-parent households, and multigenerational households, as of 2010.

HOUSING CHOICE: AGE

According to the 2008-2012 American Community Survey 5-Year Estimates, Census Tract 1807 has the highest share of housing units built before 1940 and after 1990, relative to the Paterson City and Passaic County. Approximately

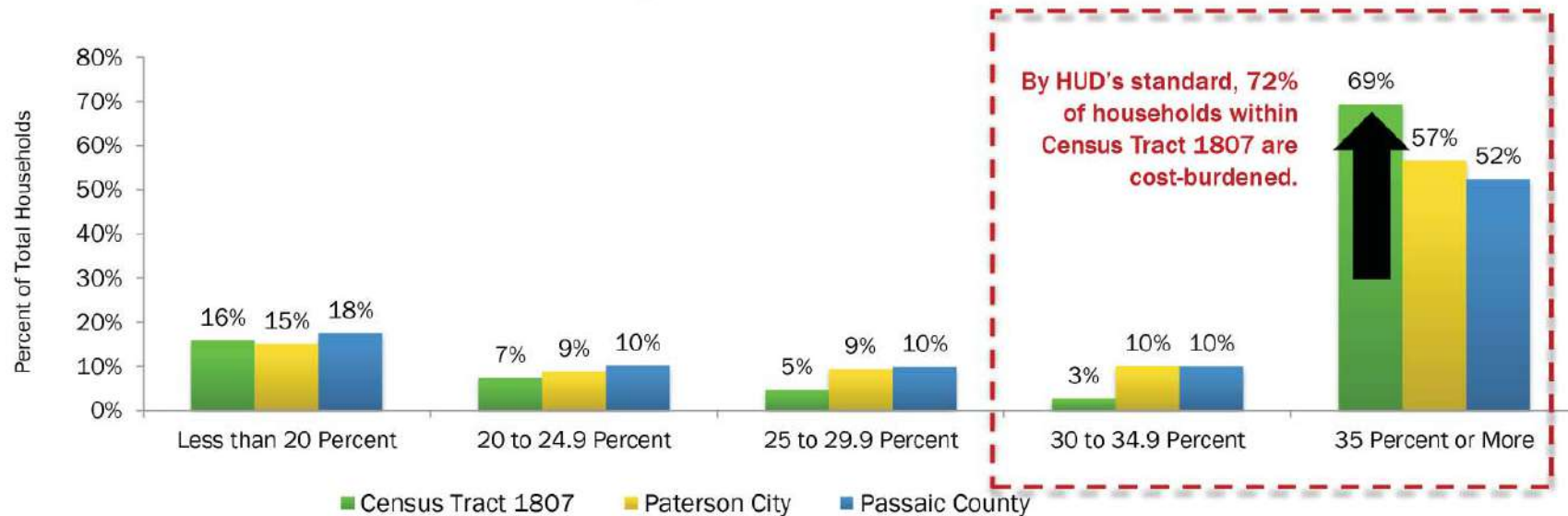
one in three housing units in Census Tract 1807 were constructed before 1940 and nearly another third after 1990. In general, Paterson City has the highest share of homes built before 1950—approximately 47 percent of homes built within Paterson City were built before 1950, compared to 45 percent within Census Tract 1807 and 39 percent within Passaic County.

COST-BURDENED HOUSEHOLDS

According to the US Department of Housing and Urban Development (HUD), households that

expend more than 30 percent of their income for housing are considered cost-burdened and may have difficulty affording necessities such as food, clothing, transportation, and medical care. Illustrated below, all three geographies exhibit high rates of cost-burdened households—indicative of a lack of affordable housing options within both geographies. By HUD's standard, 72 percent of households within Census Tract 1807 that expend more than 30 percent of their income for housing are considered cost-burdened.

Housing Costs as a Percent of Income



Source: American Community Survey; HUD; 4ward Planning Inc., 2014

EMPLOYMENT AND LIVING WAGE SUMMARY

The Great Recession took its toll on employment within the Greater Paterson Labor Area, resulting in the loss of over 31,000 primary jobs between 2007 and 2009. While nearly 10,000 primary jobs were created between 2009 and 2011, employment remains well below pre-crisis levels.

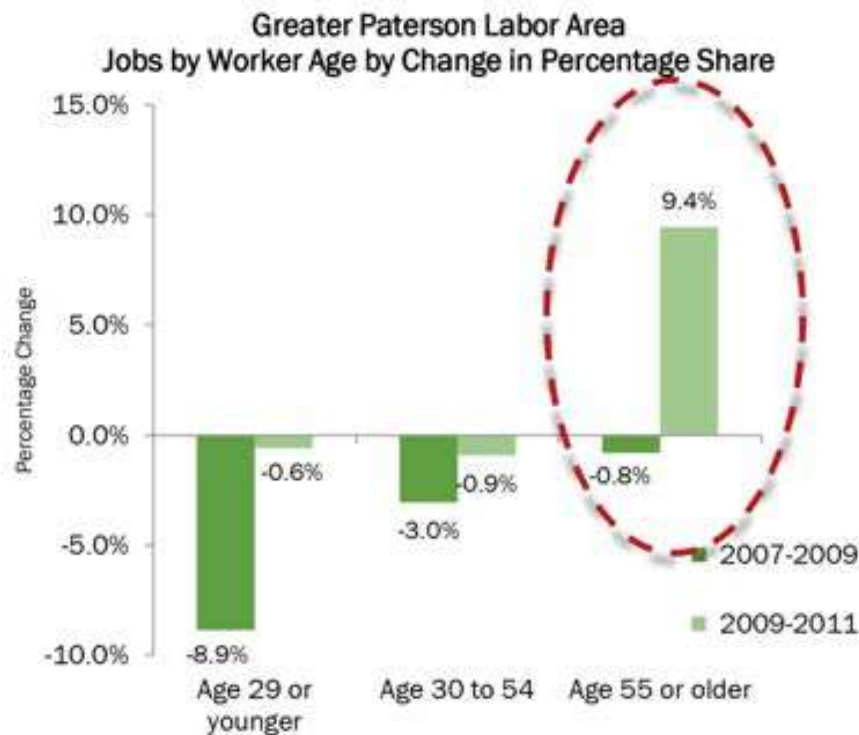
Young workers (29 and younger) in both the Greater Paterson Labor Area and New Jersey realized a shrinking share of total jobs between

2007 to 2011, relative to all age groups.

By comparison, workers 55 years and older performed significantly better, particularly in the wake of the downturn between 2009 and 2011. The relatively strong rise in the share of workers 55 and older in the Greater Paterson Labor Area suggests many companies valued experience and productivity over youth and, generally, lower payroll costs. Further, job growth within Passaic County industries, principally, will

come as a result of replacing retiring workers as opposed to the creation of new positions. While this is not necessarily a bad thing in and of itself, the coming trend suggests that these industries are relatively mature and not fast-growth job generators. Absent such new, fast-growth industries, net new employment opportunities in Passaic County will likely come from replacing workers leaving the labor pool.

Another trend that is reason for concern is the projected growth in lower wage industry employment – the retail trade, healthcare and social assistance, and food and beverage industries, in particular. While these industries will provide employment opportunities to area residents, as well as those commuting from outside over the coming decade, the wage offerings associated with many of the occupations will be generally insufficient to satisfy a living wage. However, there are growing occupations that satisfy living wage criteria and require low education. (Refer to Living Wage table on p. 27)



INDUSTRY GROWTH PROJECTIONS: PASSAIC COUNTY

In Passaic County, the Health Care and Social Assistance, Construction, Administration and Support, and Retail Trade industries are projected to provide the greatest number of new jobs between 2010 and 2020, according to data

provided by the New Jersey Department of Labor and Workforce Development. Sixteen of the twenty major industry sectors are projected to grow through the end of the decade, with Educational Services and Government remaining stable, and with Finance and Insurance and Manufacturing the only two industries forecasted to decline.

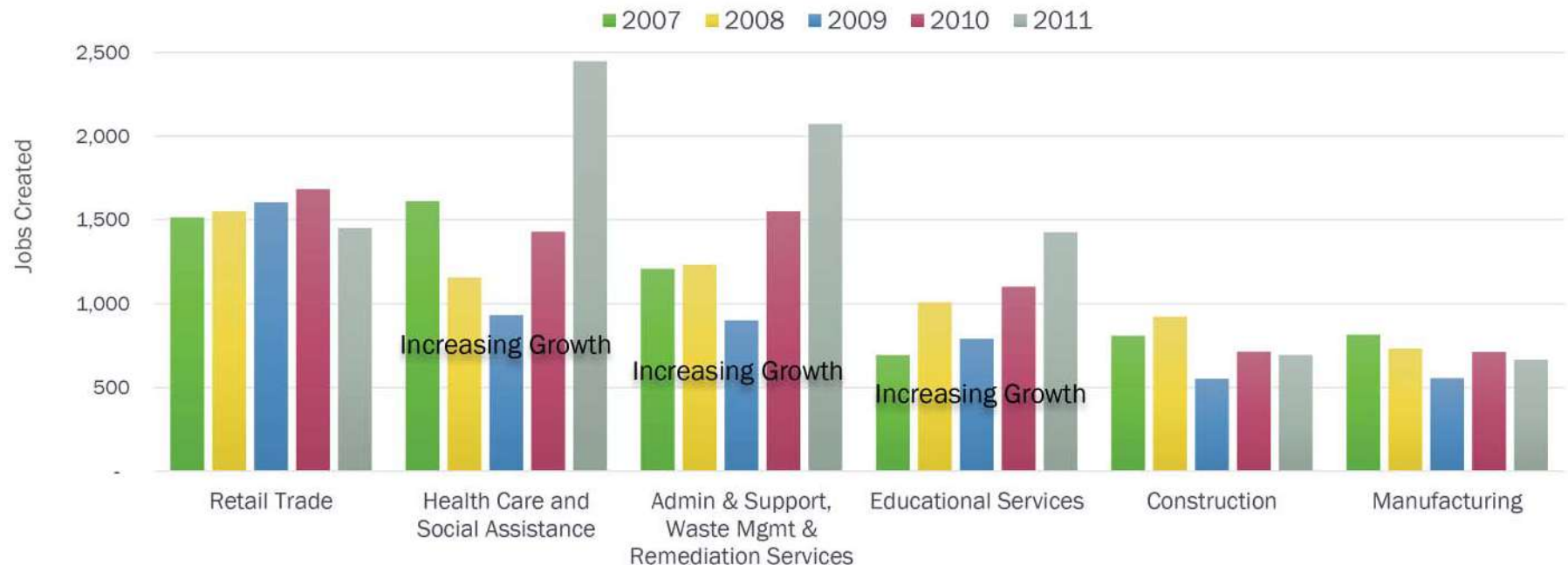
By major occupational group, Sales and Related Occupations and Construction and Extraction

Occupations are projected to add the most jobs between 2010 and 2020. Of particular note, the vast majority of job openings are projected to come through annual worker replacement rather than new job growth, reflecting the greying workforce across industries and cautious hiring practices.

Industries with projected employment growth in Passaic County:

- Health Care and Social Assistance
- Construction
- Administration and Support, Waste Management and Remediation
- Professional, Scientific and Technical Services
- Wholesale Trade
- Utilities
- Arts, Entertainment and Recreation

Job Creation by Top Five Industries, Passaic County



LIVING WAGE

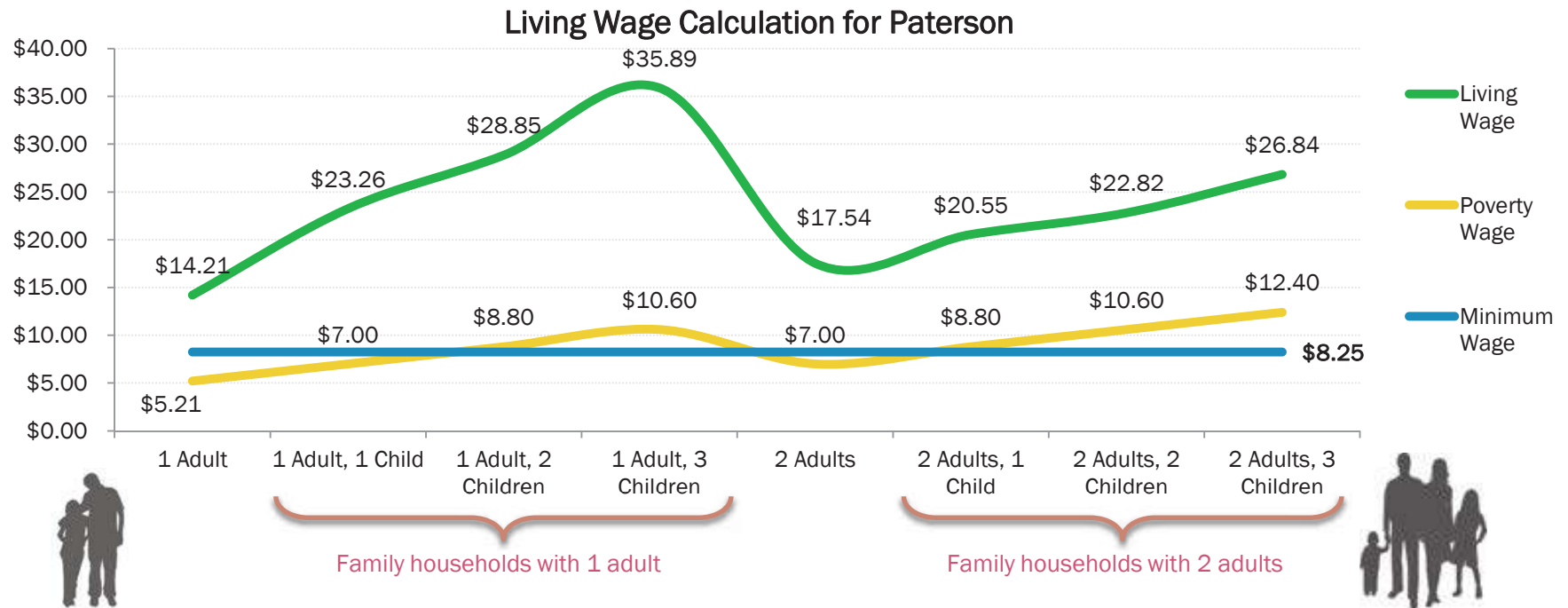
A “living wage” job allows the earner to afford the actual necessities of life for a household—adjusting for the typical monthly costs of housing, healthcare, childcare, and transportation within a community. To make a living wage in Paterson and afford the necessities of life for his/her household, a single-wage earner with no dependents would need to earn \$29,550 annually, while a single-wage earner supporting three children would need

to earn \$74,655 per year.

Most households with single-wage earners working full-time at a minimum wage job (\$8.25 per hour in New Jersey) fall below the poverty line, regardless of the number of dependents. Family households with only one adult working full-time at a minimum wage job, earn significantly less than the estimated living wage — largely due to higher child care costs. Based on subsequent

analysis, many living wage jobs (i.e. carpenters, occupational health and safety technicians, etc.) often involve considerable fieldwork and or hauling of materials, making commuting by foot or public transportation difficult and car ownership a requirement of employment.

There are growing occupations that do satisfy living wage criteria for a single person and require relatively low educational attainment, including:



Source: Living Wage Calculator, Massachusetts Institute of Technology; 2013 American Automobile Association, Your Driving Costs, 2013; 4ward Planning, 2013

- Office Clerks (\$14.25)
- Automotive Service Technicians and Mechanics (\$21.35)
- Customer Service Representatives (\$17.50)
- Construction Laborers (\$22.60)
- Carpenters (\$23.90)
- Bookkeeping, Accounting, and Auditing Clerks (\$20.00)
- Electricians (\$28.00)

Comparison of Major Occupational Groups by Typical Hourly Wage and Living Wages by Household Type, Paterson

Occupational Area	Median Hourly Wage	Living Wage by Household Type							
		1 Adult	1 Adult, 1 Child	1 Adult, 2 Children	1 Adult, 3 Children	2 Adults	2 Adults, 1 Child	2 Adults, 2 Children	2 Adults, 3 Children
		\$14.21	\$23.26	\$28.85	\$35.89	\$17.54	\$20.55	\$22.82	\$26.84
Food Preparation and Serving Related	\$9.95								
Personal Care and Services	\$11.35								
Healthcare Support	\$11.70								
Building & Grounds Cleaning and Maintenance	\$12.20								
Transportation and Material Moving	\$13.70								
Production	\$14.10								
Sales and Related	\$14.85								
Farming, Fishing, and Forestry	\$15.65								
Office and Administrative Support	\$17.05								
Protective Service	\$19.75								
Installation, Maintenance, and Repair	\$22.90								
Arts, Design, Entertainment, Sports, and Media	\$23.35								
Community and Social Services	\$23.40								
Education, Training, and Library	\$25.70								
Construction and Extraction	\$25.75								
Life, Physical, and Social Science	\$33.65								
Business and Financial Operations	\$34.05								
Legal	\$35.45								
Healthcare Practitioners and Technical	\$36.05								
Architecture and Engineering	\$38.25								
Computer and Mathematical	\$41.05								
Management	\$60.40								

Occupations with typical hourly wages that DO NOT meet the Living wage rate by household type.



Occupations with typical hourly wages that DO meet the Living wage rate by household type.



SOCIAL INFRASTRUCTURE ANALYSIS SUMMARY

To identify critical human infrastructure deficiencies, the adequacy of existing socio-economic infrastructure indicators within a 15-minute drive-time Primary Market Area (PMA) were inventoried and assessed.

Appropriate regional benchmarks were utilized to identify levels of adequacy or deficiency for each of the following categories:

- Number of full-service grocery stores per 10,000 residents
- Number of licensed childcare slots per 100 children five-years of age or less
- Open space acreage per resident
- Adequacy of housing choice for study area workers (e.g., price range, bed-room mix and condition)

Number and type of mass transit options within a half-mile of the center of the study site

FOOD ACCESS

Limited access to supermarkets, supercenters, grocery stores, or other sources of healthy and affordable food may make it harder for some Americans to eat a healthy diet. Accordingly, the United States Department of Agriculture's (USDA) Food Access Research Atlas provides food access indicators for census tracts based on distance to the nearest supermarket for urban areas and rural areas, and vehicle availability. According to the

USDA, the northernmost portion of the Paterson Northside Community is considered a low-income census tract where a significant number or share of residents are more than a half mile from the nearest supermarket.

Paterson Northside residents are served by a single mom and pop grocery store (Altagracia Grocery). An industry rule-of-thumb typically prescribes one full-service grocery store per 10,000 persons. With a population of approximately 2,400 community residents, the ratio of supermarkets and grocery stores (equivalent to 4.1 per 10,000 residents) falls significantly below general food service levels within the city, county, and PMA area. Given the small size of the existing neighborhood retail, the regular selection of fresh fruits vegetables, fresh meat, dairy, and bread at affordable prices is limited.

LICENSED CHILDCARE FACILITIES

Similar to most of Passaic County, the ratio of licensed childcare slots in Paterson City is well below adequate service levels. A one-to-one ratio of licensed childcare slots to preschool-age children is considered an adequate service level. Using data provided by New Jersey Department of Children and Families and Child Care Center US, the capacity of licensed childcare centers in the Paterson City was compared to Passaic County and New Jersey.

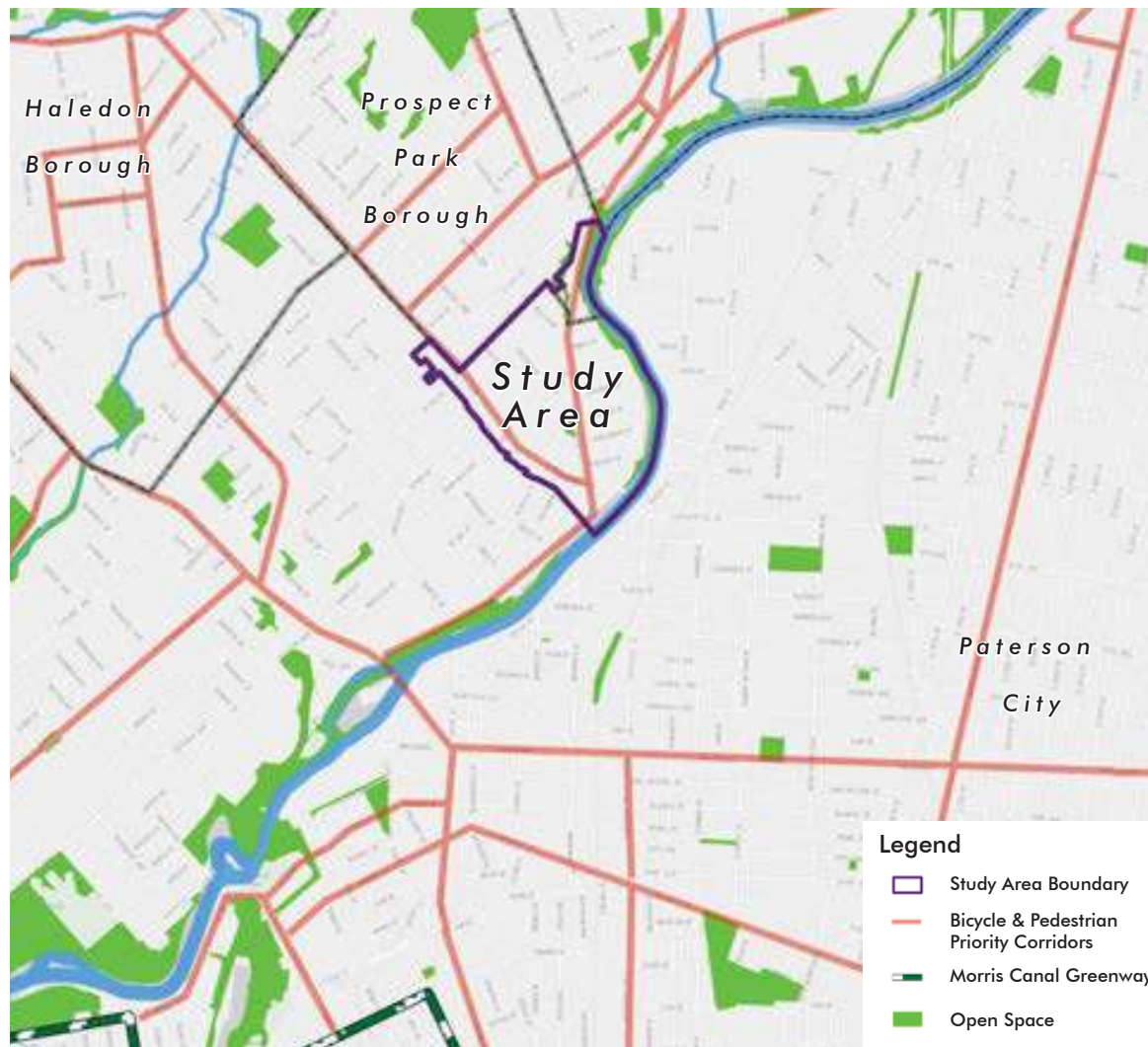
Approximately 8,122 licensed childcare slots are available within Paterson. Based on census data, there are 12,874 local children below the age of five, yielding less than one (0.6) slot per preschool age child. The ratio of licensed childcare slots in Paterson is below adequate service levels, and slightly lower than the county (0.7), but significantly lower than the average for the state (1.3).

The inadequacy of childcare capacity suggests opportunity to increase capacity through land-use policy aimed at increasing childcare capacity, such as permitting mixed-use density to make facility rental space affordable.



Source: Paterson Habitat for Humanity

Family at one of the neighborhood community gardens near School 12



OPEN SPACE

The National Recreation and Parks Association (NRPA) recommends a range between 6.25 and 10.5 acres of open space per 1,000 residents. Using open space data provided by the 2005 Passaic County Open Space and Recreation Master Plan, the aggregated open space in Paterson City (including city, state, and county owned land) totaled 319 acres.

Assuming constant open space levels and 2012 population estimates, the 319 acres of open space in Paterson yields a ratio of 2.2 acres of open space per 1,000 resident—below the recommended open space benchmark provided by NRPA.¹ By comparison, Passaic County has a ratio of 57.7 acres per 1,000 resident—well above the national open space benchmark, mostly due to preserved areas in the western portion of the County.

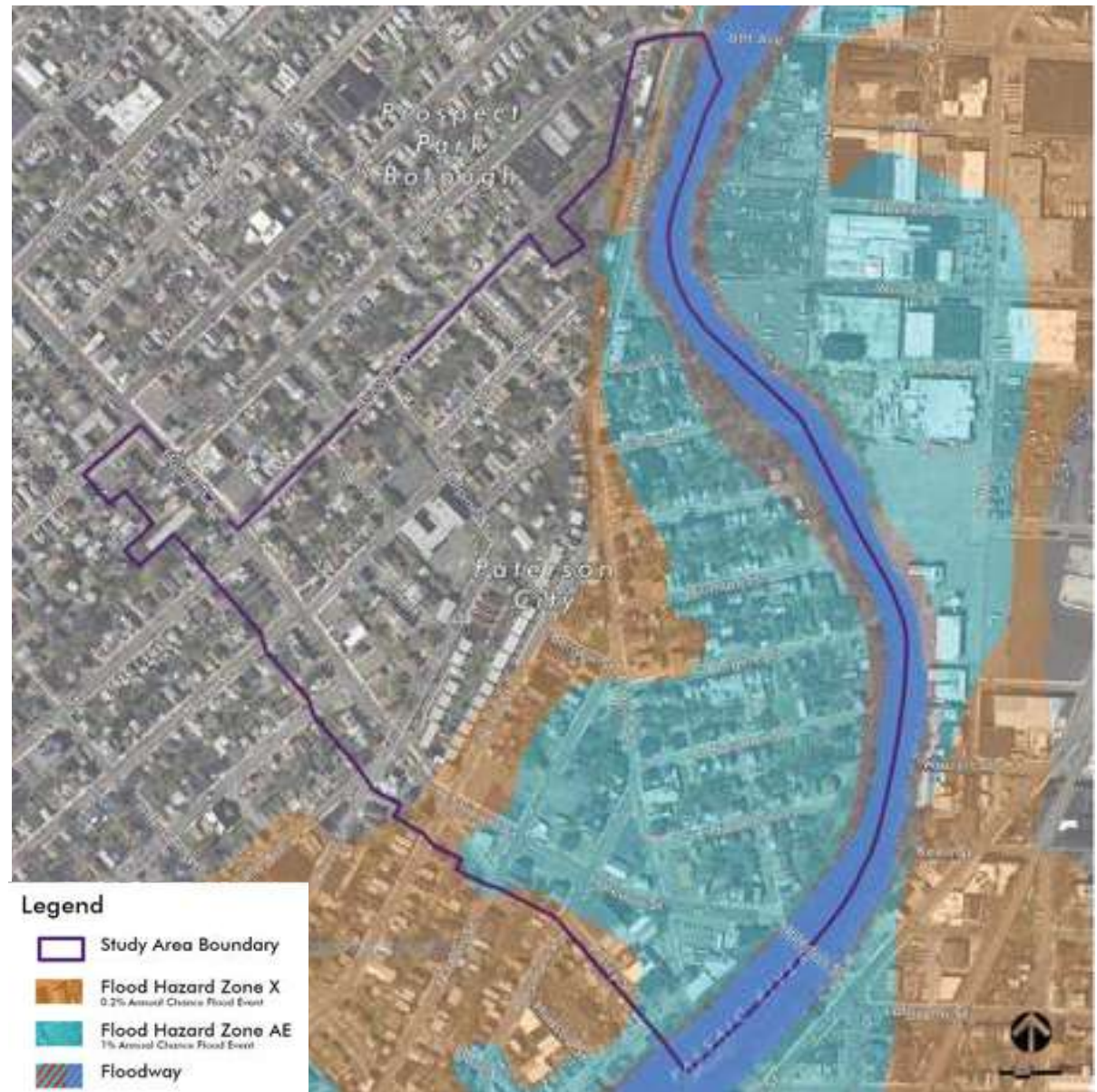
ENVIRONMENTAL ANALYSIS

The study area includes residential properties, commercial and automotive uses, as well as open lots, some of which are in use for automobile storage, and others that are vacant. The area is also underserved regarding public open space, with only a small triangular playground, Cobb Memorial Park. Environmental issues, particularly those related to flooding, affect the Northside area of Paterson and will impact community improvements, infill, and redevelopment opportunities.

PASSAIC RIVER FLOODING

The Passaic River serves as the eastern boundary for the neighborhood and is a significant natural resource for the community. However, there are no access points in the neighborhood to enjoy the River. Flooding is a major problem along the areas abutting the Passaic River. Most of Northside east of Holsman Street is within the 100 year flood plain, and a significant area along the river is within the floodway.

The bend in the river and the constraining of the channel/floodway in this section makes it particularly prone to inundation. The area is often impacted by storm events, and Hurricane Irene, in the fall of 2011 was particularly disastrous, with severe damage to many of the homes and properties in the Study Area.



Study Area FEMA Flood Hazard Zones



Vacant Property, Buyouts and Environmental Conditions in the Study Area

Due to the frequent flooding, there has been significant property abandonment in the Study Area. The difficulty and cost of obtaining flood insurance and complying with DEP regulations on development within the flood hazard area place further constraints on an economically struggling area. Any new development or improvements built within this area will need to be done in accordance with flood controls and elevation standards.

Repeated flood events in low-lying areas of Northside have resulted in policy initiatives including a buyout program targeting residential properties that are vulnerable to repeated flood damage, and establishment of an Open Space zoning district along the river, extending in some locations nearly half a block west toward East Main Street. Due to the incremental process for the residential buyouts and since the program does not include non-residential, the current buyout parcels and those lots zoned as open space do not currently align exactly.

Long term efforts at the city, state, and federal levels are intended to address flood hazards, and also improve water quality. These efforts offer the potential for an attractive, accessible riverfront that would be an amenity for community residents and a catalyst for new investment in the adjoining community.

STORMWATER AND WASTEWATER

The Passaic River also faces pollution from sewage discharges. Paterson and other municipalities along the river are served by combined sanitary and storm sewers, and when the system reaches capacity during periods of heavy rain, untreated sewage enters the river. Sources of soil, groundwater, and river contamination may also be sites that are currently or were formerly for industrial or automotive use, where storage tanks have leaked, or where illegal dumping has occurred. Excessive paved parking areas, wide intersections, and the paving over of former planting strips and landscaped areas along the roadway probably also contribute to surface flooding problems.

The City of Paterson is currently undertaking a major capital investment to install separate sanitary and storm sewers, but this project will take many years to complete and the Study Area is not part of the initial phases.

PASSAIC COUNTY GREEN STREETS

A Green Street is a transportation corridor that incorporates low-impact design elements and promotes non-vehicular forms of transportation. Passaic County, with data and technical assistance from the U.S. Environmental Protection Agency, Office of Sustainable Communities, is promoting Green Streets pilot projects in various

municipalities including along Haledon Avenue in the Study Area. The initiative is part of the Passaic County Complete Streets Guidelines.

These streets are ideal for the installation of structural and non-structural green infrastructure facilities for stormwater management. Green Streets will provide various environmental, economic and public health benefits to the residents of Passaic County. The primary objectives of incorporating green infrastructure and low impact development design elements are decreased infrastructure costs, better asset management, and improved quality of life. The Haledon Avenue Green Infrastructure Concept recommends:

- Add curb extensions with plantings
- Remove redundant curb cuts & replace with continuous sidewalks and plantings
- Manage private property run-off & reduce pavement
- Add continuous planted edge
- Reduce road width with median and/or edge widening with stormwater features
- Add missing crosswalks
- Extend Haledon Avenue bike lanes

BROWNFIELDS AND FILL

Flooding and wastewater discharges into the Passaic River are the primary environmental



The auto repair shop on Haledon Avenue is identified by DEP as a brownfield site and is a key property ("the triangle") in the Study Area. There may be other brownfields in the Study Area that have not been listed with the NJDEP.

concerns affecting Paterson Northside. There is also the potential for contamination from past or ongoing residential, commercial, or industrial activities, as well as illegal dumping and the possible presence of fill material of unknown



Source: Paterson Habitat for Humanity

Existing gardens are envisioned to evolve to become a gathering place for all ages.

origin, which would require further investigation to ensure site redevelopment does not expose current and future residents or workers to hazardous materials. The auto repair shop on Haledon Avenue is identified by DEP as a brownfield site.



Source: Equity Environmental Engineering

Flooding on Main Street and Memorial Drive, near the Study Area

There may be other brownfields in the Study Area that have not been listed with the NJDEP.

The potential presence of contamination on abandoned properties, and automotive and industrial sites poses an additional cost for any site redevelopment. Furthermore, it is likely much of the study area was the subject of landfilling activities to make wetlands developable property. The origin of the landfill material is unknown, and this material may be hazardous. Parkland and community gardens are particularly sensitive land uses due to the potential for direct human contact. Further investigations are needed to determine actual conditions and implications.

COMMUNITY GARDENS

City Green has been assisting schools and faith-based and community development organizations in the Northside to develop a series of community gardens. There are currently three community gardens located in the Study Area, two near Number 12 Elementary School (Halpine and N. 2nd Streets) and one at Haledon Avenue and N. 4th Street. These gardens provide learning activities for students, including planting the gardens with flowers and vegetables, harvesting local produce, and creating artwork in the garden. These spaces are envisioned to evolve and expand to become a green neighborhood gathering place for all ages.



Cobb Memorial Park, the only park space in the Study Area



CONNECTING
PEOPLE, PLACES,
AND POTENTIAL.

PHASE 2: WHERE DO WE WANT TO GO?



COMMUNITY OUTREACH AND EVENTS

The Project Team engaged stakeholder group representatives and individuals who live, work, and traverse the Study Area. These sessions were coordinated with established local resident, neighborhood, and business meetings and events to broaden community participation.

BUNKER HILL SPECIAL IMPROVEMENT DISTRICT (SID)

On January 14, 2014, Paterson Habitat and members of the Project Team conducted a focus group discussion with members of the Bunker Hill Special Improvement District at the Accurate Box Company's office. The purpose of the meeting was to hear about some of the needs of the district in terms of workforce and community development.

The discussion on workforce preparedness focused on some key issues and needs. Businesses need reliability and workers with some scientific skills (measuring, ability to read drawings, basic computer skills). Engineering and skilled mechanics are always in demand and hard to find locally. Training is a significant investment; many in the SID have tried employing local youths, and while some worked out, there were problems with reliability, discipline, and turn-over.



Stakeholders at the Paterson Northside Community Action Plan Kick-Off Meeting on November 6, 2013



The kick-off meeting included a walking tour of the study area



Participants at the January 15, 2014 Open House consider how they would change the Study Area



Participants at the CPTED workshops

Some of the other findings included:

- The SID would consider organizing a job fair
- Need for better transit access
- Identified potential uses in the SID included food industry, showrooms, medical offices and outpatient center,

and daycare

- Development of workforce district - more mixed use and “walk to work” housing
- The City’s Certificate of Occupancy process & timeline is a major hurdle to signing up tenants
- Continuation of the SID’s implementation of the beautification plan – examining, acquiring additional open space, installing gateways, and performing river cleanup



Post-it notes with feedback from participants Open House on January 15, 2014

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN TRAINING & AUDIT

As part of the Local Government Capacity Grant Program of Together North Jersey, the City of Paterson is receiving technical assistance in performing a Crime Prevention through Environmental Design (CPTED) training and audit for selected areas of the City. CPTED organizes qualified professionals and interested community members to identify landscape and streetscape improvements that can increase actual and perceived pedestrian safety.

The effort included an intensive training course for team members to perform CPTED Audits in six target corridors in the 1st, 4th and 5th wards in March 2014. The North Main and East Main areas of the 1st Ward are in the Northside Study Area.

OPEN HOUSE COMMUNITY WORKSHOP

An evening Open House Workshop was held at the Serenity Baptist Church in the Study Area on January 15, 2014. The event was advertised with flyers, email distribution lists, postings on local websites and Facebook pages, and with a formal Together North Jersey media release through Rutgers University. The meeting was well-attended with a wide variety of stakeholders from the Study Area and surrounding neighborhoods.

At this meeting, the Steering Committee and Project Team provided a general overview including the project goals and schedule, and information about the project implementation process. Participants were then asked to move around to topic-stations. Members of the Project Team were available at each station to discuss concerns, challenges, and mobility priorities for the Study Area. Workshop attendees were encouraged to provide input on issues and priorities by submitting survey forms as well as providing input at the stations which included:

Station 1: Meet & Greet

Participants signed in and picked up an index card with a series of colored dots and a copy of the neighborhood survey. Project Team members asked participants to review some boards to familiarize themselves with the Paterson Northside Community Action Plan Goals and Process.

Station 2: Dot-mocracy: Destination & Neighborhood Assistance

Project Team members discussed with workshop attendees some of the places where they traveled within the Study Area and the larger region. Participants were asked to place a light blue dot to identify where they lived, a dark blue dot to identify where they worked, and green dots to identify places they go (shopping, entertainment, dining, schools, worship, etc.) on the aerial photos. Project team members also asked participants about the programs available to them concerning housing, education,



NORTHSIDE COMMUNITY ACTION PLAN
City of Paterson

GIVE US YOUR IDEAS.
WE NEED YOUR INPUT!

OPEN HOUSE WORKSHOP

**DROP IN ANY TIME BETWEEN
4:00 PM - 7:00 PM**

WEDNESDAY, JANUARY 15, 2014

SERENITY BAPTIST CHURCH
142 North 1st Street
Paterson NJ 07522

Parking in adjacent lot or on local streets.
Transit: NJT #744 Bus Line

Refreshments will be provided



THE NORTHSIDE COMMUNITY ACTION PLAN is building upon past planning efforts including the "Building Pride in the Northside" Neighborhood Plan and focusing on key community priorities to further plan goals toward their implementation. This Action Plan is specifically focusing on economic development along the commercial corridors and open space concepts for the Passaic River walk while furthering jobs and public safety opportunities.

The Northside Plan requires your input :
Please join us any time between 4-7pm to discuss the following:



How do we address vacancy solutions and expand economic opportunities?



How do we improve access to transit, jobs, and community services?



How can we increase resiliency from flooding and create quality open space?



How can we improve the design of our streets and buildings to be safer?

www.togethernorthjersey.com



City Councilmen Andre Sayegh (left) and Julio Tavaréz (center) discuss the project with team members at the Open House

health and other neighborhood assistance.

Station 3: Dot-mocracy: Safety & Design

Project Team members discussed with workshop attendees some of challenges they had getting around the Study Area by car, bike, and foot. Participants were asked to place red dots to identify traffic “safety concerns” (crime) and yellow dots to identify “hot spots”, areas perceived as unsafe for pedestrians & cyclists on the aerial photo.

Station 4: Economic Development & One Stop

Project team members asked participants to share their experiences with access to employment within the city and the region, access to food and other basic services in their neighborhoods,



Dot-mocracy: Participants map where they live, work, & go

● **Places You Work/Go (Region)**

Paterson Community Health Center
 Paterson Free Public Library
 Passaic County College
 Downtown Paterson
 Paramus Park Mall
 Willowbrook Mall

including jobs and skills training.

Station 5: Environmental & Open Space

Participants were asked to share the challenges with flooding and storm events in Paterson, as well as access to parks and open space in the neighborhood.

Station 6: Give Us Your Best Ideas & Feedback

Participants at the final station were encouraged to place Post-it notes on the large aerial photo with their best ideas and feedback for improving the neighborhood and economic opportunity, as well as their opinions on the effectiveness of neighborhood programs and services.

The full results of the workshop are included in Appendix C.

ENGAGING TRADITIONALLY DISADVANTAGED POPULATIONS

Outreach events gave several opportunities to participate. They included open house workshops at a local church where residents are accustomed to coming for religious services and community events. All materials including an on-line virtual meeting were made available in both English and Spanish. Many of the identified groups were well-represented at the meetings, including youth and seniors. The group that had the least amount of engagement were persons with limited English proficiency.



Participant considers where safety concerns exist in the Study Area



Participant sticks his feedback on aerial photo of Study Area



Participants marking where they work/go in the region



Participants moving through stations



CONNECTING
PEOPLE, PLACES,
AND POTENTIAL.

PHASE 3: HOW DO WE GET THERE?

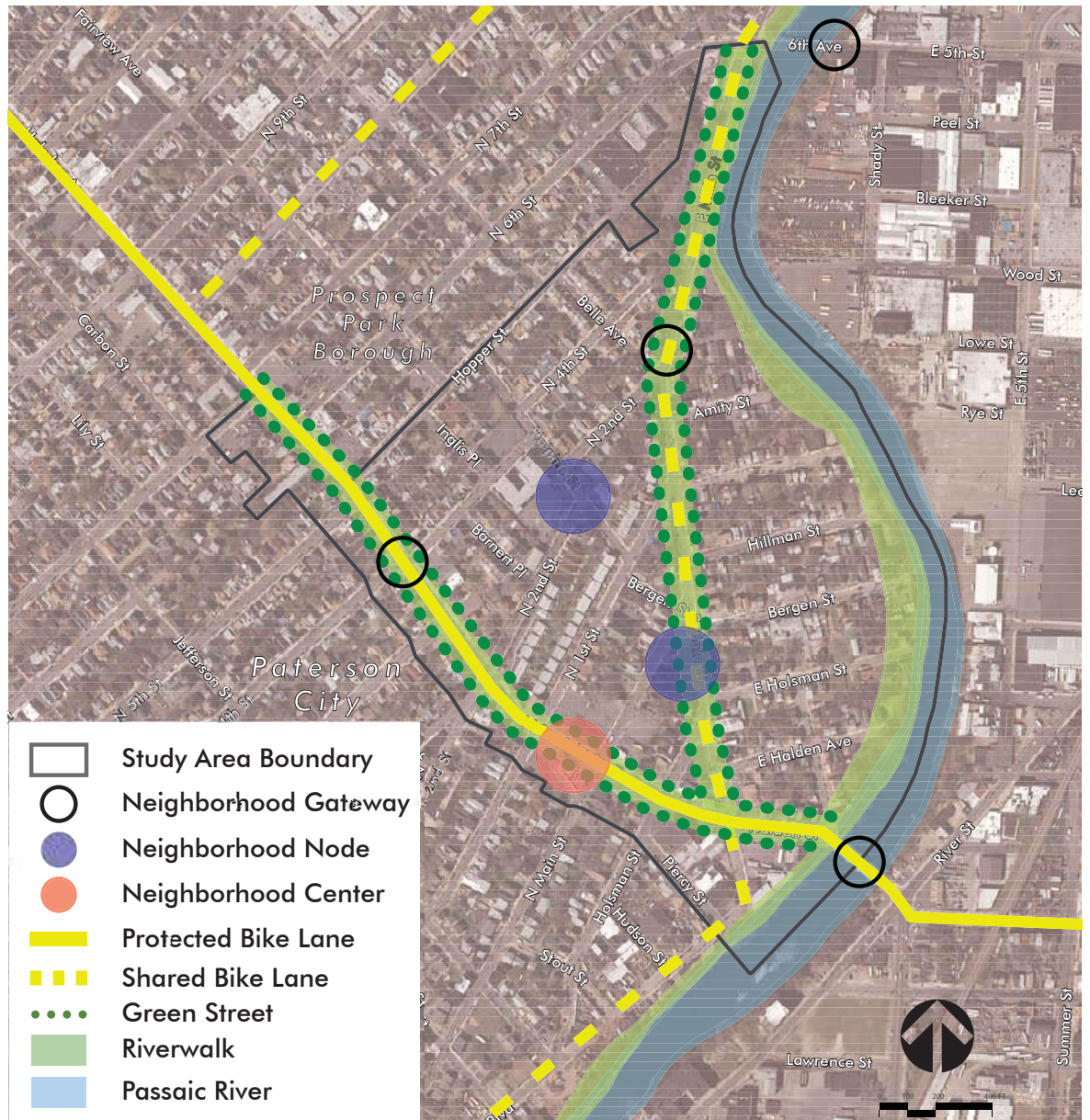


RECOMMENDATIONS - OVERVIEW

The Paterson Northside Community Action Plan, through economic development and neighborhood stabilization, promotes a healthier, safer and more accessible community. Increased mobility and better access to food and jobs will increase the well-being of residents. The Action Plan includes recommendations for:

- Economic Development
- Mobility Improvements
- Community Design
- Crime Prevention
- Environmental and Infrastructure Improvements

In order to improve the neighborhood and to encourage a safe and active community, the City of Paterson and partners, such as Paterson Habitat for Humanity, need to take a series of short-, medium- and long-term actions. The following section outlines the planning and implementation recommendations developed during the evolution of the Action Plan.



Recommended mobility and neighborhood improvements



New infill housing by Paterson Habitat for Humanity in the Fourth Ward.

WALK, TALK AND ACT

On April 29, 2014, Paterson Habitat for Humanity, New Jersey TRANSIT and the Project Team facilitated a “Walk, Talk and Act” event in the Study Area. The presentation and roundtable discussion was held at the Christopher Hope Community Center in Paterson, and the event included a driving tour of the Study Area.

Attendees included the project partners, Steering Committee and representatives of various state agencies, Passaic County, North Jersey Transportation Planning Authority and

HUD. The “Walk, Talk, and Act” tour presented an opportunity to share key challenges and recommendations with the group and seek input on potential partnering and funding opportunities.

A summary of the Planning Implementation Agenda (PIA) can be found at the end of this section. The full PIA with detailed steps, potential funding and partners can be found in Appendix A.



Participants at the State Agency Walk, Talk, and Act event discuss funding and partnering opportunities for implementing elements of the plan.

ECONOMIC DEVELOPMENT RECOMMENDATIONS

The plan seeks to increase access to opportunities by creating improved employment and business opportunities within Paterson, as well as connecting residents to opportunities within the larger region. Strategies for economic development discussed in this effort included strengthening workforce development programming with a focus on technical and scientific skills.

BUSINESS RELOCATION FOR FLOOD AREAS

The Study Area frequently floods due to its adjacency to the Passaic River. A buyout program for commercial and industrial properties prone to flooding can be established, and urban transfer of development rights (TDR) can be explored to utilize nearby districts as a receiving area for these properties.

MIXED USE & MIXED INCOME INFILL

New mixed use buildings and mixed income housing with pedestrian enhancements can create an inviting gateway and promote connections. This can be accomplished by:

- Conducting an improvement to land value analysis and land use analysis
- Updating the housing inventory and working with the Abandoned Properties Rehabilitation Act



Housing should include open porches and front yards for visibility and social interactions, as well as plenty of windows to provide “eyes on the street” security



Mixed-Income Infill Housing

Source: Jersey City Housing Authority

- Establishing a scattered site redevelopment plan with Paterson Habitat for Humanity as the designated redeveloper.
- Updating the First Ward Redevelopment Plan and mapping redevelopment rights
- Exploring micro-housing opportunities

BUSINESS INCUBATOR/SUPPORT SERVICES CENTER/LIVING WAGE TRAINING CENTER

Rates of unemployment in Paterson are consistently higher than rates of unemployment in both Passaic County and New Jersey. The region is facing an exodus of its most skilled workers, especially in trade industries, such as construction, manufacturing, and wholesale trade sectors. Furthermore, the greatest employment growth is projected to occur within industries that traditionally offer relatively lower wages.

The Paterson Northside can establish a Living

Wage Training Center to ensure residents can make sufficient income to live in Paterson, given the cost of living. Examples of occupations that satisfy living wage criteria for a single person and require relatively low educational attainment include office clerks, automotive service technicians and mechanics, customer service representatives, construction laborers, carpenters, bookkeepers, accountants, auditing clerks, and electricians.

The area can also develop a Financial Training Pilot Program for youth, a youth mentorship

Economic Development Recommendations

- Business Relocation Plan for Flood Areas
- Mixed Use Development & Mixed Income Infill Housing
- Lower Haledon Avenue Center
- Business Incubator/Support Services Center/Living Wage Training Center
- Bunker Hill Job Fair
- Affordable & Local Daycare
- Food Hub: Training for Farm Markets, Small Businesses, Food Co-Ops & Urban Agriculture
- Streamlined Permitting Process & Certificate of Occupancy



Mixed use infill should include streetscape and sidewalk enhancements

program, and establish a satellite office for Career One Stop or similar organization. In addition, the community can establish relationships with trade unions and trade schools to increase access for residents to jobs and trade apprenticeship opportunities.

AFFORDABLE LOCAL DAYCARE

Like most of Passaic County, the ratio of licensed child care slots in Paterson City is well below adequate service levels, suggesting a need for local land use policy aimed at increasing childcare capacity. For example, permitting sufficient mixed-use density can make facility space more affordable.

FOOD HUB & SKILLS TRAINING

Currently, there is only one small grocery store in Paterson Northside. According to the USDA, the northern portion of the community has limited food access as many residents are more than half a mile from the supermarket. Paterson Northside can increase the availability of foods locally through community gardening with skill training, farmers markets, food co-ops, urban agriculture and changing local legislation and zoning to support local food production. Please refer to the “Community Gardens and Pocket Parks” section on page 62 of this report.



Affordable & Local Daycare



One key recommendation of the plan is the establishment of a food hub, which would provide a neighborhood grocery and could also include a place for skills training for farm markets, food co-ops & urban agriculture

There are a variety of quantifiable economic, health, social, community and environmental benefits of urban agriculture programs:

- Skilled and semi-skilled jobs that support green infrastructure and food production are created for local residents.
- Increased physical activity and consumption of fresh foods result in improved health for residents.
- Opportunities for neighborhood community connections can increase quality of life
- Youth and underserved populations are engaged and educated in sustainable environmental practices.
- Water is conserved, waste is reduced, and biodiversity is preserved.
- The community's carbon footprint is reduced by the production, sale, and consumption of local produce.

STREAMLINED PERMITTING PROCESS

Roundtable discussions with property owners, businesses and business organizations can start

the conversation of streamlining the permitting process and certificates of occupancy process. Then, incentive programs for business relocations within the community can be explored, and city-wide policies and a refined permitting process can be implemented.

LOWER HALEDON NEIGHBORHOOD CENTER

There is an opportunity to create a central place to the neighborhood that can serve as a core for community uses, transportation, and new investment in the neighborhood. The area near the "triangle" and the lower end of Haledon Avenue is centrally located in Northside and is on a main vehicular, transit, and bike/pedestrian corridor as identified by the City and County. The creation of a place would need to be phased and there are several ways in which this could be developed.

Phase I: Activating the Neighborhood Center

By bringing pedestrian and traffic calming improvements and a consistent set of streetscape elements to Haledon Avenue between N. 1st Street and North Main Street, a center for the

neighborhood can begin to be developed. These improvements would include those identified in the Haledon Avenue Green Infrastructure Concept, such as curb bumpouts, medians, and improved crosswalks.

Phase II: Filling the Gaps

The property that fronts Haledon Avenue in this block collectively can be treated as an opportunity site to create a more permanent neighborhood center. The place can be developed incrementally and should include a mix of public space, community uses (such as a library or community center), ground floor commercial space, and upper floor mixed income housing.

Variables may include the shared street concept from the Haledon Avenue Green Infrastructure Concept, varying types of public space and considerations for a more permanent market space. Concept alternatives are presented on the following pages to illustrate some of the potential for the center. Any redevelopment planning would have to be a close collaboration among the affected property owners, the County, and the City.

LOWER HALEDON NEIGHBORHOOD CENTER CONCEPTS

Phase I: Activating the Neighborhood Center

- Activate Lower Haledon Avenue through a temporary Farmer's Market on existing parking lot to establish an area for regular neighborhood events
- Work with County to begin implementing Green Infrastructure Concept, including traffic calming and street trees



PHASE I **Activate Lower Haledon Avenue**



LOWER HALEDON NEIGHBORHOOD CENTER CONCEPTS

PHASE II OPTION Shared-Street Market



Phase II, Market Option

- Build permanent market stalls to establish a community food hub
- Construct mixed-use building on former parking lot
- Create a new neighborhood pocket park with a pedestrian walkway
- Relocate bus stops to this block



LOWER HALEDON NEIGHBORHOOD CENTER CONCEPTS

Phase II, Mixed Use Option

- Construct additional, permanent mixed-use building with frontage that frames the street
- Relocate bus stops to this block
- Create small plazas on corners to create a terminating vista
- Include daycare and business incubator uses into ground floor commercial space



PHASE II OPTION Mixed-Use



LOWER HALEDON NEIGHBORHOOD CENTER CONCEPTS

PHASE II OPTION Community Core



Phase II, Community Core Option

- Develop mixed-use building on the existing parking lot
- Develop a civic building on the south side
- Create a new public space in the "triangle area" to serve as a community gathering space in front of the civic building
- Relocate bus stop to public space



MOBILITY IMPROVEMENT RECOMMENDATIONS

SIDEWALK & CROSSWALK MAINTENANCE

School children and residents of all ages and abilities walk throughout the neighborhood, yet many of the sidewalks are in poor condition. All cracked or missing sidewalks should be replaced or repaired and a neighborhood sidewalk maintenance program should be established in conjunction with the Department of Public Works and a local community group, like Clean Team, to ensure regular street cleaning and sidewalk maintenance. Sidewalk widths should be ADA compliant (at least 5' wide). Also, crosswalks should be repainted or added using higher quality materials, ADA compliant curb ramps should be installed, and highly visible "Stop for Pedestrian" signs should be considered for all crosswalks.

UPGRADED BUS SHELTERS & AMENITIES

Making public transit access safe and efficient in the Study Area is essential. Therefore, new or upgraded bus shelters should be added within the Study Area and neighboring communities, and should be consistent in design throughout the area. These could be relocated to a central place as shown in the Lower Haledon Avenue Concepts.

Per New Jersey statute, bus stop locations are created and established by the host municipality. NJ TRANSIT can, if asked by the host municipality, provide shelters at bus stops. However, the host municipality is then responsible for continued

maintenance and upkeep of any and all bus shelters and associated facilities. Bus shelters should be made bicycle friendly, with amenities such as bicycle racks or lockers.

SAFE ROUTE CORRIDORS

In general, Paterson school children walk to school and there is very little busing. To prevent pedestrian injury, intersections should be signalized and include stop for pedestrian signs. Pedestrian scale lighting (9-12 feet high) should be installed to enhance pedestrian safety and security, no parking on sidewalks should be enforced, and school travel plans should be developed. Paterson Northside can also establish a Walking School Bus program, where a group of children walk to school with one or more adults.

Along with design, safety education programs focusing on both pedestrians and motorists are a priority. City, neighborhood and school officials are encouraged to work with the local TMA (Meadowlink) to implement a Safe Routes to School program, as well as to take advantage of education and enforcement grant opportunities provided by the New Jersey Division of Highway Traffic Safety.

HALEDON AVENUE COMPLETE STREETS

According to the Complete Streets section of

the Passaic County Master Plan's Transportation Element, Haledon Avenue is a "downtown" street, and provides access to destinations within Paterson. Paterson Northside should coordinate with the County to conduct a traffic study to determine if bicycle lanes can be extended along Haledon Avenue. In the short-term, bike sharrows can be painted and share the road signage can be added along the Avenue. In addition, street trees and green infrastructure can be added to



Upgraded Bus Shelter with Amenities

improve conditions on Haledon Avenue.

TRAFFIC CALMING

A study should be conducted to determine appropriate traffic calming measures for East Main Street, North Main Street and Bergen Street. Sidewalks should be repaired, pavement markings should be added or improved, ADA ramps should be added, as well as pedestrian signals and signage. Also, pedestrian scale lighting should be



Cyclists on greenway and protected bike lane

installed to improve security and visibility in these areas, and traffic signs and a blinking stop sign should be added at Bergen Street.

TRANSIT COLLABORATIONS

The City of Paterson, Passaic County, the NJTPA and local business groups, such as the Bunker Hill SID, should work together to identify mobility “gaps” that existing or new community shuttle



Marked bike lanes

services could fill in order to better connect the study neighborhood to existing NJ TRANSIT bus lines and rail stations surrounding the neighborhood.

With strong partnerships, the community can explore increased options and services in specific locations. Key to improving access is collaboration between major regional employers, local partners, and transit providers to improve transit service for all work shifts. There is potential for corporate sponsorship of “last mile/first mile” shuttle services to fill these transit gaps.

Mobility Improvement Recommendations

- Sidewalk & Crosswalk Maintenance
- Upgraded/New Bus Shelters & Amenities
- Safe Route Corridor
- Extend Haledon Avenue Bike Lanes & Traffic Calming
- Create Traffic Calming on East Main, North Main & Bergen Street (CPTED Recommendation)
- Collaborations between Local Partners & Regional Employers to Explore Options and Service for All Shifts

COMMUNITY DESIGN RECOMMENDATIONS

LIGHTING/STREETSCAPE UPGRADES

Streetscape upgrades can transform the neighborhood into a more enjoyable and safer place to live. A standardization of the details of streetscape upgrades should be considered, which include consistent sidewalk treatments, pedestrian lighting, benches, trash cans, street trees and other amenities. A Master Streetscape Plan for Haledon Avenue and East Main Street should be adopted that coordinates with the Haledon Avenue Green Infrastructure Concept.

NEIGHBORHOOD FAÇADE PROGRAM

A neighborhood façade program can promote physical and economic revitalization in the Study Area. Therefore, new formal design guidelines and criteria should be established, including Crime Prevention Through Environmental Design (CPTED) standards, such as emphasis on visibility to the street, lighting, and eliminating barriers to the street.

CODE ENFORCEMENT RELATED TO CPTED

The City of Paterson has been working with Together North Jersey through the Local Government Capacity Grant Program in a in performing a Crime Prevention through Environmental Design (CPTED) training and audit for selected areas of the City.

Some of the recommendations of that effort and from the Northside Community Action Plan are illustrated on pages 58 and 59.

The Study Area is currently marked by litter buildup, as there is a lack of adequate trash cans. The neighborhood can incentivize a “Take Care of Your Block” program for residents and business owners to keep streets clean. Also, more frequent trash and litter pickup can be instituted and trash cans can be added in more locations. Local schools and youth organizations can also participate in regular cleanup days.

Once trash pickup programs are established, they will need to be enforced on commercial establishments. In addition, the 30 percent coverage of store signage in windows must be enforced to increase visibility and safety in the area. Another recommendation is to engage store owners to stop the loitering in front of businesses and along the commercial corridor, which currently creates an intimidating environment. Ordinance changes can also be made to limit late night hours for certain uses and business types.

STREET TATTOO

Combined with additional lighting and stop signs, traffic calming can also be implemented with a street tattoo near the Virginia & Odis B. Cobb Memorial Park Playground on East

Main Street and at the community garden and Number 12 Elementary School. This would need to be coordinated with the City and County to determine where permissible.

Painting the pavement creates a clear sign for motorists to slow down. It is also an opportunity for community members and artists to come together and create a neighborhood asset. Over time, neighbors tend to further enhance these spaces by adding amenities, such as benches and community boards.

BUNKERHILL GATEWAYS & BEAUTIFICATION

Paterson Northside can work with the Bunker



(Source: Streetsblog.org)

Street art can serve as traffic calming and as a community project

Hill SID to create a sense of arrival through beautification, gateways and consistent branding. Branded gateway treatments can be added at Sixth Avenue and the Passaic River, Belle Avenue and North Second Street, North Fourth Street and Haledon Avenue, and Haledon Avenue and the Passaic River. The treatments alert drivers that they are entering an area with more pedestrian activity and that they need to slow down.

COMMUNITY USES IN NEIGHBORHOOD

The local library on North Main Street was shut down due to extensive flood damage in 2011. A feasibility analysis should be conducted to re-establish a library location or other community

uses in the Northside, including pocket parks. A facility needs assessment should also be completed. The neighborhood should consider integrating health impact assessments into decision making in order to enhance the well-being of the community.

WAYFINDING PROGRAM

Implementation of a comprehensive wayfinding signage system for drivers, pedestrians and bicyclists is recommended, but first a signage inventory should be completed.

Next, new signage locations should be identified along main thoroughfares, designated trails

and byways. A branded wayfinding system can provide more neighborhood cohesiveness and increase awareness of various destination points in the Study Area, such as bus stops, neighborhood centers, and historic sites.

HISTORICAL SURVEY OF NORTHSIDE

Paterson Northside should conduct a study to determine historical and heritage sites in the community. Then, these sites can be mapped and incorporated into the County's Heritage Tourism Plan. Furthermore, the sites can be compiled into a tourism brochure with wayfinding graphics to guide visitors.

Community Design Recommendations

- Lighting/Streetscape Upgrades
- Neighborhood Façade Program
- Trash Pickup Programs
- Code Enforcement Related to Safety & Community Design
- Street Tattoo by East Main Playground
- Bunkerhill Gateway Program & Beautification
- Community Uses in Neighborhood
- Wayfinding Program
- Historical Survey of Northside



Lighting/streetscape upgrades can help activate sidewalks and make places feel safer

CPTED DESIGN RECOMMENDATIONS

The Paterson CPTED Audit was launched under Together North Jersey by Passaic County and the City of Paterson. It complements this project in that the following design recommendations dovetail with the overall recommendations for improving the safety of the neighborhood.

Policy and Education

- Incentivize Community Members to Care for Neighborhood
- More Police on Foot
- Limit Late Night Store Hours

Code Enforcement

- Hold Landlords Accountable for Property Upkeep
- Enforce 30% Coverage of Window Ordinance
- Stop Loitering

Streetscape and Physical Improvements

- Repair or Convert Abandoned Properties
- Fix Broken Sidewalks and Poor Lighting
- Provide Spaces for Families to Congregate
- More Recreation Opportunities for the Elderly and Youth
- Add Trash Cans and Establish Community Litter Clean Up Program
- Institute Traffic Calming Measures

Few windows with limited visibility to the street

Chainlink front yard fences are unsightly and create a harsh streetscape

Broken sidewalks and litter with little landscaping

No sidewalk lighting - mostly streetlighting for car traffic

Awning purely for advertising - does not create pedestrian scale

Sidewalk visibility completely blocked by window signage

Broken sidewalks and litter

EXISTING NORTHSIDE CONDITIONS



CPTED DESIGN FEATURES



Open porches and front yards for visibility and social interactions

Plenty of windows to provide "eyes on the street"

Landscape and streetscape improvements

Safe sidewalks for people of all ages



Pedestrian lighting to illuminate sidewalks, not just roadway

Awnings provide pedestrian scale, shelter and some business signage

Limited signage in the window for better visibility

Clean and maintained sidewalk

ENVIRONMENTAL & INFRASTRUCTURE RECOMMENDATIONS

Due to the Study Area's riverfront location, there are opportunities for storm water management and enhanced public utilization. Although regional storm mitigation measures are currently being assessed, there is potential for storm mitigation in the Study Area, such as a new riverfront open space that incorporates wetland vegetation and pervious surfaces in publicly accessible areas. The cleanup of streets and abandoned properties will also enhance the Study Area environment.

RESIDENTIAL FLOOD BUYOUT PROGRAM

Property acquisitions or improvements require environmental investigation, which initially consists of a Phase I Environmental Assessment performed pursuant to ASTM 1527-13. If the Phase I reveals the potential for site contamination, further sampling and testing may be required. Possible contaminants could include asbestos and lead based paint in older buildings, and petroleum and/or metals in the soil from leaking storage tanks or past industrial or commercial activities.

Creating new open space would also involve selection of appropriate plants to maximize the storm water management and habitat potential of newly configured streams and basins.

COMBINED SEWER UPGRADES

Paterson Northside can work with the City to create a City-wide stormwater management plan, similar to New York City's Green Infrastructure Program and Philadelphia's Green City, Clean Waters plan. The area also needs to plan for the expansion of the combined sewer conversion program, and should require developers to make sewage upgrades and replacements as developments are approved and constructed.

GREEN INFRASTRUCTURE

Green infrastructure can both reduce peak flows of stormwater during storm events and treat stormwater before it enters the storm sewer system and watersheds. Streetscape features can be vegetated (rain gardens, vegetated swales and median planting strips) in order to collect and filter stormwater. Street trees that can intercept rainfall are also vital for air quality and public health by filtering air pollution and lessening the urban heat island effect.



Green Streets along areas with little street parking can utilize curb extensions for traffic calming and stormwater control.



Rain gardens and bioswales are natural ways of incorporating stormwater management

The Northside Action plan seeks to advance the ideas in the Haledon Avenue Green Infrastructure Concept including:

- Planting Street Trees
- Utilizing Stormwater Planters
- Using Pervious Paving Materials for Sidewalks
- Integrating Vegetated Stormwater Receiving Areas
- Upgrading to Energy-Efficient Street Lighting to Reduce Energy Use
- Encouraging reduction of underutilized paved areas

PASSAIC RIVER FLOOD CONTROLS

To control flooding from the Passaic River, the neighborhood can sponsor regular River Cleanup day events with local youth and environmental groups to clear debris from drains and water channels to improve overall cleanliness. Paterson Northside can also work with the US Army Corps of Engineers to determine appropriate flood control measures for this section of the river. In the short-term, bioretention and rain gardens along the riverfront and within the neighborhood can be added. Another recommendation is to create a pilot program for a living wall to add greenery, visual screening and storm water benefits.

Environmental & Infrastructure Recommendations

- Implement Residential Flood Buyout Program
- Combined Sewer Upgrades
- Green Infrastructure
- Passaic River Flood Controls
- Expanding Community Gardens & Pocket Parks
- Passaic Riverwalk



River flood controls could include natural retention area, more engineered systems of levees and containment facilities, or a combination of both

COMMUNITY GARDENS & POCKET PARKS

Building upon the success of the two community gardens in the Study Area, additional community gardens and pocket parks can be expanded to underutilized or vacant lots in the Study Area. Raised bed planters are great solutions for redeveloped areas. The community garden concept could even be part of the larger open space strategy along the riverfront area.

This could lead to opportunities for urban agriculture, increased food production, horticultural education, job opportunities and the creation of community gathering places. Please refer to the “Food Hub and Skills Training Section on page 48 of this report.

According to the Centers for Disease Control and Prevention (CDC), community gardens offer physical and mental health benefits by providing:

- Healthy fresh fruits and vegetables
- Opportunities to engage in physical activity and skill building
- Community revitalization
- Decreased violence in some neighborhoods, and the opportunity to improve social well-being through strengthening social connections



Source: Paterson Habitat for Humanity



Community open space can also provide green infrastructure to the neighborhood.

PASSAIC RIVERWALK

Paterson Northside can capitalize on its riverfront location and establish an open space and trail amenity for the neighborhood and surroundings with a Riverwalk along the Passaic River. The Riverwalk concept explores using flood-prone areas including the properties acquired through Blue Acres/Green Acres and zoned open space to create a permanent open space. Currently there is no direct access in the Northside to the Passaic River and aside from flood events, there

is no indication that this open space resource is even within the neighborhood. The concept will help to connect the community to the River and spur further conservation and green space development on both banks of the river.

Design concepts should explore opening views to the River from the neighborhood. Infill and rehab housing must be elevated according to FEMA guidelines. Housing design should take advantage of the green space and be sited so as to allow Northside residents unimpeded views of

the Passaic River.

By amending the Paterson Master Plan and the County's Transportation and Heritage Tourism Plans, the Riverwalk can be linked to the proposed walkway on the opposite bank of the Passaic, as part of the Riverside Village Project, the existing Morris Canal Greenway, and other networks in the region. To implement the Riverwalk, easements and properties may have to be acquired and DEP, EPA, FEMA, and other environmental approvals are needed.



Example riverfront walkway



A multi-use path, such as the Middlesex Greenway (pictured above), can link the neighborhood and be a community asset.

IMPLEMENTATION & PIA SUMMARY TABLE

In order to make the improvements in the Northside Community Action Plan, Paterson Habitat for Humanity, the City of Paterson, and partners need to take a series of short, medium and long-term actions. The following summarizes the Plan Implementation Agenda.

The agenda recognizes that successful implementation of plans requires strong local support and action, as well as assistance from Passaic County and the State of New Jersey. These actions are fully illustrated in the Planning and Implementation Agenda in Appendix A.

BENEFITS TO TRADITIONALLY DISADVANTAGED POPULATIONS

The recommendations in this study benefit the Traditionally Disadvantaged Populations in Paterson. Some of the ways the Northside Community Action Plan assists this community include:

- A revitalized neighborhood center on Haledon Avenue with community uses, public space, additional mixed use development, transit stops incorporating arts and community-oriented programming will help to form a core for the community.
- Enhancing transit access and options will, in particular, help to give greater access to goods, services, jobs and regional transportation to this neighborhood.
- Creating a safer and more pedestrian and bike-friendly Haledon Avenue and East Main Street will help to reinforce connections outside of the neighborhood.
- The opportunity for more community gardens and pocket parks will also help to “green” this neighborhood and provide additional community amenities for all populations.

Economic Development	Short Term 3-6 Months	Medium Term 6-18 Months	Long Term 18-36 Months
Business Relocation Plan for flood areas		●	
Mixed Use Development & Mixed Income Infill Housing		●	
Lower Haledon Ave Center			●
Business Incubator/ Support Services Center/Living Wage Training center		●	
Bunker Hill Job Fair	●		
Increase access to community programs to Northside	●		
Affordable & Local Daycare		●	
Food HUB including skill training for farm markets, food co-ops, and urban agriculture		●	
Streamlined permitting process & certificates of occupancy			●

	Short Term 3-6 Months	Medium Term 6-18 Months	Long Term 18-36 Months
Mobility Improvements			
Sidewalk & crosswalk upgrades and maintenance	●		
Upgraded/ new bus shelters & amenities		●	
Safe Routes corridor	●		
Extend Haledon Ave. bike lanes & traffic calming		●	
Traffic calming on East Main		●	
Transit collaborations between transit providers & regional employers			●
Community Design			
Lighting/streetscape upgrades		●	
Neighborhood façade program		●	
Trash pickup programs	●		
Code enforcement related to safety & community design	●		
Street tattoo by East Main playground and school	●		
Bunker Hill gateway & beautification program		●	
Community uses in neighborhood			●
Wayfinding program		●	
Historical survey of Northside		●	
Environmental and Infrastructure			
Continue residential flood buyout program		●	
Improved emergency preparedness		●	
Non-point and catch basin runoff	●		
Combined sewer upgrades & green infrastructure			●
Passaic River flood controls			●
Expanding community gardens & pocket parks		●	
Passaic Riverwalk			●

The full PIA with detailed steps, potential funding and partners can be found in Appendix A.

Planning and Implementation Agenda: LDP#10 Northside Community Action Plan

In order to make the improvements in the Northside Community Action Plan, Paterson Habitat for Humanity, the City of Paterson, and partners need to take a series of short and long-term actions. The following agenda indicates these planning and implementation actions developed during the evolution of this and other planning initiatives over the last several years. The agenda recognizes that successful implementation of plans requires strong local support and action, as well as assistance from Passaic County and the State of New Jersey. These actions are illustrated in the Planning and Implementation Agenda.

SHORT: 3-6 months
MEDIUM: 6-18 months
LONG: 18-36 months

Priority	Program/Improvement/Activity	Detail	Target Date	Lead Organization	Possible Funding Sources	Partners & Collaborators
1. Economic Development	Business Relocation Plan for flood areas	Establish buy-out program for commercial and industrial properties Explore urban transfer of development rights program with Bunker Hill as receiving zone Inventory underutilized lots for relocation Cleanup and conduct environmental assessment Environmental mitigation and open space restoration	Medium	Paterson Department of Community Development,	Federal Community Development Block Grant Program (CDBG) Federal Emergency Management funds EPA Green Acres Passaic County Open Space Sustainable Jersey	Passaic County Economic Development Paterson - Division of Planning and Zoning Paterson - Division of Economic Development Bunker Hill SID Paterson Environmental Revitalization Committee Rutgers Cooperative Extension Paterson Habitat for Humanity
	Mixed Use Development & Mixed Income Infill Housing	Conduct improvement to land value analysis & identify uses (childcare, allied medical facilities, 800 units capture for area) Update housing inventory and work with Abandoned Property Act Establish scattered site redevelopment plan with Paterson Habitat for Humanity as prime redeveloper and a joint-venture with private developer Update 1stW Redevelopment Plan; map redevelopment rights Explore MicroHousing opportunities	Medium	Paterson Habitat for Humanity & selected redevelopers	Economic Redevelopment & Economic Growth Program (ERG) Grow NJ Assistance Program NJEIFP for Redevelopment Loan Program HMFA funding New Jersey Department of Community Affairs (NJDCA)- NRTC Program Low-income housing tax credits NJDCA HOME Housing Production Investment Fund New Jersey Department of Economic Development (NJEDA)	New Jersey Department of Community Affairs (NJDCA) New Jersey Department of Economic Development (NJEDA) New Jersey Housing Mortgage Finance Authority (NJHMFHA) Paterson- Dept of Community Development Paterson - Division of Planning and Zoning Paterson - Division of Economic Development Private Redevelopers Passaic County Planning & Economic Development
	Lower Haledon Ave Center	Seek opportunities with local property owners (car repair shop, churches, etc.) Establish a short-term farmer's market on parking lot and/or on Haledon (b/w N. 1st & N. Main) to reinforce a center/"place" Explore relocating bus stop to triangle area to increase activity and safety Determine feasibility of "shared street" concept in County Haledon Ave. Plan or some other form of green space Look at ½ mile area for relocation for other zoned uses Work with scattered site redevelopers to program and develop mixed use core	Long	Passaic County Planning & Economic Development	Economic Redevelopment & Economic Growth Program (ERG) Grow NJ Assistance Program NJEIFP for Redevelopment Loan Program HMFA funding DOT (Safe Routes Program)	New Jersey Department of Economic Development (NJEDA) Private Redevelopers SBDA Local Faith Based Real Estate Owners Paterson Habitat for Humanity
	Business Incubator/ Support Services Center/Living Wage Training center	Develop Financial Training Pilot Program for youth Organize a mentorship program for youth Establish satellite office for One Stop or similar organization Establish relationships with trade unions and schools to create access for residents Increase trade apprenticeship opportunities	Medium	Passaic County Workforce Investment Board	New Jersey Department of Labor (NJDOL) Garden State Growth Zone - benefits	One Stop Career Center Passaic County Economic Development Passaic County Technical Institute (PCTI) Passaic County Community College William Paterson University United Way of Passaic County Paterson Habitat Homeowners Assoc Paterson Habitat for Humanity New Jersey Tool and Manufacturers Association
	Bunker Hill Job Fair	Establish location and time for event in Bunker Hill Define skills and partners Publicize with businesses, schools, career centers, etc.	Short	Bunker Hill SID	New Jersey Department of Labor (NJDOL)	One Stop Career Center Passaic County Workforce Investment Board Passaic County Economic Development Passaic County Technical Institute (PCTI) Passaic County Community College Paterson – Youth Services Bureau Boys and Girls Club of Paterson and Passaic Paterson Habitat for Humanity

	Increase Access to Community Programs to Northside	Advance ESL and GED Programs Increase Youth summer programs including reading	Short	Boys and Girls Club of Paterson and Passaic/ Full Community School		Local Religious Organizations Paterson Board of Education GreenFaith Paterson – Youth Services Bureau
	Affordable & Local Daycare	Strategically locate childcare facilities;analyze zoning to determine if permitted or what conditions on use would be Establish a training program for entrepreneurs or religious organizations who might do smaller and more informal daycare in line with accreditation requirements Develop a contribution program through subsidizes from new mixed use development Work with religious organizations and developers to locate space for daycare Conduct needs assessment for senior care and adult daycare options	Medium	Paterson - Division of Economic Development	Department of Housing and Urban Development (HUD) Challenge Grant New Jersey Department of Labor (NJDOL)	Local Religious Organizations Paterson - Division of Planning and Zoning One Stop Career Center Paterson – Youth Services Bureau
	Food HUB including: Skill Training for Farm Markets and Small Businesses, Food Co-ops, and Urban Agriculture	Locate suitable properties for short and long-term agriculture/gardens, including environmental analysis Zoning revisions and land use planning conducive to agricultural business uses Negotiation land deals for property use (leasing, deed restrictions, easements, permanent sale) Collaborate with local farms and educational institutions to provide on-the-ground training Determine startup costs and scope of operating support Develop industry specific short courses as well as an Urban Farming Apprenticeship program	Medium	Paterson - Division of Economic Development	USDA Agriculture Conservation Innovation Grant USDA Farmers Market Promotion Program (FMPP) Open Space New Jersey Department of Labor (NJDOL)	Passaic County Food Policy Council -United Way of Passaic County City Green Rutgers New Jersey Agricultural Experiment Station (NJAES) Cooperative Extension & Rutgers Agricultural Extension Program Passaic County Department of Planning and Economic Development Paterson Community Development One Stop Career Center St Pauls CDC CUMAC
	Streamlined permitting process & certificates of occupancy	Setup roundtable with property owners, businesses, and business organizations Explore options for administrative-issued CO's for non-variance related change of tenancies Study incentive programs for business relocations within the community Create a City-wide policy & refined permitting process	Long	City Council	Department of Housing and Urban Development (HUD) Challenge Grant	Paterson- Dept of Community Development Paterson - Division of Community Improvements/ Inspections Bunker Hill SID State Department of Community Affairs

2. Mobility Improvements

	Sidewalk and Crosswalk Upgrades and Maintenance	Consdier community in prirotization or communications regarding repair plans Repair/replace cracked-missing sidewalks Institute a regular maintenance program for sidewalks and street cleaning Repaint/add pavement markings	Short	Paterson Department of Public Works	North Jersey Transportation Planning Authority (NJTPA) Subregional Program National Highway Traffic Safety Administration (NHTSA) Pedestrian Safety Grant NHTSA Section 402 Safety Funds New Jersey Department of Transportation (NJDOT) Centers of Place (or NJDOT Municipal Aid) Municipal Development Impact Fee Authorization Act	Passaaic County Planning
	Upgraded/ New Bus Shelters & Amenities	Determine locations most in need of shelters; explore designs including with neighboring communities Explore the variety of options for shelter types and financing (local designed/maintained vs. partnership with advertiser who supplies & maintains) Negotiation for property use or R-O-W use (leasing, deed restrictions, easements, permanent sale) Initiate competitive bidding process with specific policies and requirements in the RFP	Medium	Paterson Department of Public Works	Advertising Revenue NJSCA Community Arts Program	Ivanhoe and local artists NJ TRANSIT Passaic County Department of Engineering Private Advertiser/Shelter Management Company NJ State Council on the Arts (NJSCA) Local Schools & Youth Art Programs Paterson Habitat for Humanity
	Safe Routes Corridor	Education of Youth on community safety & establishing "Walking School Buses" Mapping of Safe Routes Identify "Corner Captains" Establish Safe Havens and Places	Short	Boys and Girls Club of Paterson and Passaic	NJDOT Community Transportation Planning Assistance (CTPA) program NJTPA Subregional Program NHTSA Pedestrian Safety Grant NJDOT's Safe Streets to School Program NHTSA Section 402 Safety Funds	Paterson Police Department Passaic County Sheriff's Department Paterson Ceasefire Meadowlink/NJDOT Paterson School District Paterson Department of Public Works Paterson – Youth Services Bureau PTA's & Youth Organizations
	Extend Haledon Ave. Bike Lanes & Traffic Calming	Coordinate with County’s Haledon Ave. Plan to conduct traffic study to determine if bicycle lanes can be extended Paint sharrows/lanes and add "share the road' signage Revise municipal code to include bicycle and pedestrian accommodations as part of redevelopment approval conditions Repair/replace cracked or missing sidewalks. Repaint/add pavement markings. Add high visibility crosswalks, ADA ramps, pedestrian signals and instructions, and stop for pedestrian signs at signalized intersections Install pedestrian-scaled lighting	Medium	Passaic County Department of Engineering	NJDOT Bikeway Grant program NJDOT Transportation Enhancements Program	Paterson Department of Public Works Passaic County Department of Planning and Economic Development Paterson - Division of Planning and Zoning NJTPA
	Create traffic calming on East Main and North Main and Bergen Street	Conduct traffic study to determine appropriate traffic calming measures Define short term and longer term solutions (such as Stop signs vs. traffic lights or road bumps) Repair/replace cracked or missing sidewalks. Repaint/add pavement markings. Add high visibility crosswalks, ADA ramps, pedestrian signals and instructions, and stop for pedestrian signs Install pedestrian-scale lighting Add traffic signs and a blinking stop sign by Bergen Street	Medium	Paterson Dept of Public Works	NJDOT Community Transportation Planning Assistance (CTPA) program NJTPA Subregional Program NJTPA Local Safety Program NHTSA Pedestrian Safety Grant NJDOT's Safe Streets to School Program NHTSA Section 402 Safety Funds	Passaic County Department of Planning and Economic Development Paterson - Division of Planning and Zoning Paterson Engineering Passaic County Department of Engineering Paterson Habitat for Humanity NJTPA
	Collaborations between Transit Providers and Regional Employers to improve service for all shifts	Analyze existing policies, funding sources and liability to determine approach to changing policies Advocate for policy changes and implement Complete a gap analysis with major employers to determine where additional transit service is needed Advocate for increased service to identified places	Long	NJTPA	North Jersey Transportation Planning Authority (NJTPA) Subregional Program Meadowlink/NJDOT	EZ-Ride TMA NJ Transit Passaic County Workforce Investment Board One Stop Career Center Passaic County Economic Development Bunker Hill SID

3. Community Design	Lighting/Streetscape Upgrades	Conduct existing conditions assessment Create Master Streetscape Plan for Haledon and East Main Street - Coordinate with Haledon Ave Green Infrastructure Plan Finalize spec for a standardized sidewalk to be constructed with all new infill and redevelopment Install new pedestrian-scaled street lighting, benches, trash cans, etc. Add/Replace Street Trees	Medium	Paterson Department of Public Works	Federal Community Development Block Grant Program (CDBG) Department of Housing and Urban Development (HUD) Challenge Grant PSEG Local Government Lighting Program	Paterson - Division of Planning and Zoning Passaic County Department of Engineering Main Street New Jersey Paterson Habitat for Humanity
	Neighborhood Façade Program	Determine funding structure as well as eligibility criteria and requirements Standardize/formalize design guidelines and criteria for the Study Area including CPTED design stds - emphasis on visibility to the street, lighting, eliminating barriers to street, etc. Standardize/formalize application process and design assistance; prioritize CPTED standards. Allocate funds to qualified organizations	Medium	Paterson - Division of Planning and Zoning	Federal Community Development Block Grant Program (CDBG) Department of Housing and Urban Development (HUD) Challenge Grant Downtown NJ	Paterson Housing Authority Passaic County Economic Development Paterson - Division of Economic Development Local architects and designers Main Street New Jersey New Jersey State Historic Preservation Office (NJSHPO) Paterson Habitat for Humanity
	Trash Pickup Programs	Create and incentivize a ‘Take Care of Your Block’ program for residents and businesses and keep them clean and green Institute more frequent trash/litter pick up and add trash cans in more locations Engage store owners/employees to clean up trash on the street Organize a regular youth cleanup day with local schools and youth organizations	Short	Paterson Department of Public Works		Paterson Habitat Homeowners Assoc Boys and Girls Club of Paterson and Passaic PTA's & Youth Organizations Local Faith Based Organizations
	Code Enforcement Related to Safety & Community Design	Enforcement of trash and maintenance on commercial establishments Enforcement of the 30% coverage of store signage in windows for increased visibility and safety Engage store owners to stop loitering in front of businesses and commercial corridors which creates an intimidating street Explore ordinance changes to limit late night store hours for certain uses and business types	Short	Paterson - Division of Community Improvements/ Inspections	Department of Housing and Urban Development (HUD) Challenge Grant	Paterson - Community Development Division of Community Improvement Paterson Police Department
	Street Tattoo by East Main playground	Obtain funding and pull together artists and project team; determine community role. Using the playground as the anchor on East Main side of playground, create design with community feedback. Prepare design. Combine with lighting ot Stop sign project at this corner	Short	Paterson Habtiat for Humanity	NJSCA Community Arts Program NRTC Program	Ivanhoe Area Artists Paterson Public Schools: Family and Community Engagement & Community Schools Jump Start
	Bunker Hill Gateway Program & Beautification	Work with Bunker Hill SID to expand gateway and beautification program for both sides of the River Develop graphic concept/branding theme for Northside inclusive of histoical suvey elements. Determine feasibility of buyout of former diner site in Bunker Hill for additional open space and stormwater management Acquire property or easement on either sides of the bridges and along Haledon and East Main Street for gateway treatment Develop a gateway concept that would include signage, streetscape elements, and landscaping Create a pilot program for a living wall - adding green, providing screening, and some stormwater benefits	Medium	Bunker Hill SID	Passaic County Open Space Funds City of Paterson CDBG Funds PRC	Passaic County Economic Development Paterson - Division of Planning and Zoning Paterson- Divison of Engineering Paterson - Division of Economic Development PVSC Paterson Habitat for Humanity Rutgers Cooperative Extension
	Community Uses in Neighborhood	Conduct feasibility analysis to re-establish library location or other community uses in the Northside, including additional pocket parks Determine facility program needs and assess potential sites Work with property owners and/or redevelopers to locate and construct Update Ward 1 Redevelopment Plan Consider Integrating Health into Decision-Making: Create a systems view of community/asset mapping with shared responsibility to resolve problems and enhance the well-being of the community; seek to improve better integration, collaboration, and coordination of resources from multiple community sectors.	Long	Paterson Habitat for Humanity	Department of Housing and Urban Development (HUD) Challenge Grant NRTC Program (PHFH)	Paterson - Division of Planning and Zoning Paterson - Division of Economic Development Paterson Free Public Library Local religious and community groups Paterson Department of Community Development Rutgers NJHIC
	Wayfinding Program	Work with historical survey process and findings. Adopt a graphic concept/branding theme consistent with the City and County Identify locations for signage along main thoroughfares and designated trails and byways Develop/connect with the identified County trails and designated byways to place resources on a route	Medium	Passaic County Department of Planning and Economic Development	NJTPA Subregional Program	NJTPA Passaic Cointy Improvement Authority County Heritage Tourism Paterson - Division of Planning and Zoning Paterson - Division of Economic Development Paterson Division of Historic Preservation Passaic River Institute – Montclair State Paterson Habitat for Humanity
	Historical Survey of Northside	Conduct study similar to HABS to determine historical and heritage assets on the Northside Map the historic and heritage sites and incorporate with County's Heritage Plan Create marketing brochure and wayfinding graphics to guide visitors	Medium	Paterson Habitat for Humanity	Federal Community Development Block Grant Program (CDBG) Department of Housing and Urban Development (HUD) Challenge Grant Preservation New Jersey Passaic County Historic Preservation New Jersey State Historic Preservation Office (NJSHPO)	City of Paterson Historic Preservation Commission Paterson - Division of Economic Development Local architects and designers Main Street New Jersey Montclair State University Historic Preservation Program

4. Environmental and Infrastructure	Implement Residential Flood Buyout Program	Build a collaborative plan for re-visioning re-use of land purchased and to improve communications on buyout program and status Assess remediation information from City as obtained through buyout process shape an overall remediation Brownfield or bioremediation plans for the buyout areas post buyout Obtain Technical support with expertise in resiliency and bio remediation options Identify additional residential properties that could be included Identify possible buyout mechanisms for commercial and industrial properties Document lessons learned to establish buy-out program for commercial and industrial properties Update Ward 1 Redevelopment Plan Brownfield cleanup of impacted industrial, commercial and residential properties	Medium	Paterson Department of Community Development	Federal Community Development Block Grant Program (CDBG) Federal Emergency Management funds Passaic County Open Space funds	Passaic County Economic Development Paterson - Division of Planning and Zoning Paterson - Division of Engineering Paterson Habitat for Humanity Paterson Environmental Reviltization Committee First Ward CDC PVSC
	Improved Emergency Preparedness	Investigate National Flood Isurance rating program Encourage a comprehensive approach to flood plain mangement Establish ratings	Medium	Passiac County Office of Planning	FEMA - Community Ratings Sysytem (CRS)	NJTPA FEMA
	Non-point and catch basin Runoff	Street and vacant lot cleanup to minimize trash runoff via storm catch basins and non-point runoff	Short	PVSC		Paterson Municipal Utilities Authority Passaic County Department of Planning and Economic Development Passaic County Improvement Authority Passaic County Department of Engineering Paterson Department of Engineering Paterson Municipal Utilities Authority New Jersey Department of Environmental Protection (NJDEP) Passaic River Institute – Montclair State Rutgers Cooperative Extension
	Combined Sewer upgrades & Green Infrastructure	Create City wide stormwater managment plan with strategies similar to New York City and Philadelphia plans Obtain Technical support with expertise in resiliency options Incorporate the Haledon Ave Green Infrastructure Plan and look for opportunities to expand green infrastructure to other locations in the study area Improve regular maintenance of existing system for improved performance and minimize environmental impacts Create advocacy group for legislation including managaing impact/alteranatives of sewer tax Plan for the expansion of the combined sewer conversion program to the Northside Require developers to with PCIA and the City to make upgrades and replacements as developments are approved and constructed Integrate other flood controls as below	Long	Paterson Dept Public Works	NJEIFP Loan/Financing Programs New Jersey Environmental Infrastructure Trust (NJEIT) EPA	Paterson Municipal Utilities Authority Passaic County Department of Planning and Economic Development Passaic County Improvement Authority Passaic County Department of Engineering Paterson Department of Engineering Paterson Municipal Utilities Authority New Jersey Department of Environmental Protection (NJDEP) Passaic River Institute – Montclair State Rutgers Cooperative Extension PVSC
	Passaic River Flood Controls	Sponsor regular River Cleanup day events with youth and environmental groups to clear debris and improve overall cleanliness Review new FEMA maps Continue to explore buyouts and expand program; investigate TDR's Incorporate Bunker Hill (eg buyout of former diner site in Bunker Hill for additional open space and stormwater management) Work with Army Corp for appropriate flood control measures along this section of the River (hard engineering/rechannelization vs. natural measures) Implement short-term bioretention and rain gardens along riverfront and within the neighborhood Create a pilot program for a living wall - adding green, providing screening, and some stormwater benefits (Towers wall?)	Long	PVSC	NJDEP Desnagging (Funded through Dam, Lake, Stream Flood Control Water Resources and Waste Treatment Project Bond Act of 2003 as earned in March for the Goffle Brook) NJEIFP Loan/Financing Programs New Jersey Environmental Infrastructure Trust (NJEIT)	US Army Corp of Engineers Federal Emergency Management Passaic County Department of Planning and Economic Development Passaic County Improvement Authority Clty of Paterson Community Development Paterson Dept of Public Works Passaic River Institute – Montclair State Bunker Hill SID
	Expanding Community Gardens & Pocket Parks	Inventory underutilized properties with the goal of purchasing the properties to provide more open space Develop a short-term or incremental open space program – schools, churches, vacant properties Determine feasibility of buyout of former diner site in Bunker Hill for additional open space and stormwater management Sponsor regular River Cleanup day events with local youth and environmental groups to clear debris from drains and water channels to improve overall cleanliness	Medium	Paterson Department of Public Works	NJDEP Green Acres & Blue Acres Program NJEIFP Loan/Financing Programs Passaic County Open Space Funds	Rutgers New Jersey Agricultural Experiment Station (NJAES) Cooperative Extension Local School Groups and/or Boy/Girl Scouts Sustainable Jersey Green Team
	Passaic River-Walk	Study feasibility of connections and easements along the River within the study area and upriver toward downtown and Great Falls Amend Master Plan and County's Transportation and Heritage Plans to include link to Morris Canal Greenway Acquire easements and/or properties Seek appropriate approvals from DEP, EPA, FEMA, etc. Construct improvements	Long	Passaic County Department of Planning and Economic Development	NJDEP Green Acres & Blue Acres Program NJEIFP Loan/Financing Programs	Paterson Department of Community Development Paterson Department of Public Works New Jersey Environmental Infrastructure Trust (NJEIT) New Jersey Department of Environmental Protection (NJDEP) Sustainable Jersey Green Team Passaic River Institute – Montclair State