

FEBRUARY 2018

# EAST IRONBOUND Neighborhood Plan

LOCKWOOD STREET

FOUNDRY STREET

US 1&9



# FOREWORD

The East Ironbound neighborhood of Newark today, like urban neighborhoods across the region and nation faces many challenges. Emerging gentrification is coming to the neighborhood as the affordability crisis pushes west along the PATH line, which drives up rents, property taxes and quality of life issues. This affects tenants, homeowners and small businesses alike. Public housing and publicly-subsidized housing is under constant threat of demolition, no place more so than at Terrell Homes. Climate change threats are very real in East Ironbound, as was seen with flooding during Hurricane Sandy and during everyday rain events. Environmental justice threats have plagued this neighborhood throughout its history and are still very real: garbage incineration, wastewater treatment, warehouses and trucks, dirty energy plants and more all cause health issues for neighborhood residents.

Despite these challenges, East Ironbound is uniquely positioned to respond to these threats because of one its best assets: its people. We at Ironbound Community Corporation (ICC) knew this when we decided to develop the first neighborhood plan for East Ironbound in 2004 and we are reminded of this everyday. We worked with residents to accomplish many things in East Ironbound: a new riverfront park, new community gardens and urban farms, remediation of contaminated land, preserving existing housing, re-routing old truck routes and serving thousands of youth and families. Still, the above-mentioned challenges remain.

In 2017, we decided to update our neighborhood plan, address the remaining challenges, and take our work to the next level. Together with residents and our partners, and with planning support from Hester Street, we worked together through surveys, research, discussion and analysis to create a new blueprint for what East Ironbound can become. This plan lays out strategies over several focus areas: community connections and services, healthy environment, economic empowerment, safe and walkable neighborhood, and homes for all. The strategies include new and enhanced programs and services, physical projects that help transform the neighborhood, and policies that help grow a safe, just, healthy, and equitable neighborhood.

Thank you for all you do and have done for East Ironbound and we look forward to continuing to work with you in building a more sustainable and even greater East Ironbound!

-From all of us at Ironbound Community Corporation

# ABOUT IRONBOUND COMMUNITY CORPORATION



**IRONBOUND COMMUNITY CORPORATION** (ICC) is a social services and advocacy organization that works to engage and empower individuals, families and groups in realizing their aspirations and, together, work to create a just, vibrant and sustainable community. To that end, their approach links quality social services to neighborhood and citywide efforts that encompass community planning, development, and activism. They have been working with residents and stakeholders in the Ironbound neighborhood since 1969. Their programs and services aim to:

- Address unmet needs and service gaps, particularly for under-served individuals and families
- Support child development and strengthen families
- Develop self-esteem, self-sufficiency, and civic participation
- Support economically and environmentally healthy and just development projects and policies
- Deliver free and accessible multilingual and multicultural programming

Thirteen years after the East Ferry Neighborhood Plan of 2004, ICC has carried out several revitalizing efforts in the East Ironbound section of the neighborhood.

**Volunteer Income Tax Assistance Program:** Helps residents file their tax returns for free. They have helped file returns that have amounted to upwards of \$2.5 million dollars a year.

**Family Success Center East:** Provides critical services and works alongside East Ironbound residents. The opening of FSC East in 2008 established ICC as a hyper local community institution.

**After school and youth leadership development programs:** Provides a haven and enrichment center for hundreds of children growing up in East Ironbound.

**Community Gardening:** Connects residents of all ages to the process of growing and eating fruits and vegetables. Down Bottom Farms brings fresh food and programming for parents and children.

**Table-2-Table Program:** Provides free food to about 500 families each week during the growing season. Several community volunteers help to distribute food to families each week.

**Riverfront Park:** Brings people to the water. The opening of the park dramatically increased open space and Passaic River access in East Ironbound

# ACKNOWLEDGMENTS

## PLAN FUNDER

Wells Fargo Regional Foundation

## RESIDENT LEADERSHIP GROUPS

East Ironbound Community Advisory Board

East Ironbound Junior Community Advisory Board

East Ironbound Mujeres Activas

## COMMUNITY PARTNERS

Hawkins Street School

The Rock Christian Fellowship Church

Casa do Minho

Down Neck Arts Collective

## GOVERNMENTAL PARTNERS & ELECTED OFFICIALS

City of Newark

Hon. Mayor Ras J. Baraka

Hon. East Ward Councilman Augusto Amador

Hon. NJ Assemblywoman Eliana Pintor-Marin

Ironbound Recreation Center

Newark Community Economic Development Corporation

Newark Housing Authority

Ironbound Business Improvement District

## NONPROFIT & ACADEMIC PARTNERS

Community Assets Preservation Corporation

Greater Newark Local Initiatives Support Corporation

RBH Group

Rutgers Community Health Center, Jordan Harris Center

Rutgers University School of Public Health, Center for  
Environmental Exposure and Disease

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FEBRUARY 2018

# **EAST IRONBOUND** **Neighborhood Plan** **EXECUTIVE SUMMARY**



## INTRODUCTION

East Ironbound is at a crossroads. Historic industries such as button-making and beer brewing are being replaced by mega warehouses and logistics industries attracted by Newark's proximity to the New York metro area's large consumer base. An upsurge in market and luxury housing development in Newark is spilling over into the Ironbound, threatening to displace existing residents. East Ironbound residents have a low average median household income. Additionally, poor pedestrian conditions and significant highway infrastructure contribute to a sense of disconnection from the rest of Newark despite the area's proximity to assets such as Riverfront Park, the Ironbound neighborhood, and major transit hubs.

The East Ironbound Neighborhood plan (EINP) is therefore a timely tool to address dramatic development pressures and long-standing needs to improve connectivity and economic development. The Plan builds on ICC's long history in the neighborhood, which has led to community development investments from ICC and others of almost \$40 million in family development, community building, economic and environmental projects since 2008. The Plan provides tangible and implementable program, policy and built environment strategies to create quality jobs, preserve and increase homes for all and improve social and physical infrastructure.

## PLANNING PROCESS

Led by Ironbound Community Corporation (ICC), with technical assistance provided by Hester Street, the EINP began in June 2017 and was completed in January 2018. The 8-month community-driven process builds on previous planning processes and ICC's ongoing work in the neighborhood. A twenty-person steering Committee comprised of resident leaders, community institutions, city agencies and other stakeholders provided leadership, vision and direction throughout the project. The Steering's Committee's work was complemented by three phases of community engagement that reached hundreds of stakeholders through community workshops, focus groups and surveys that were conducted in multiple languages. Stakeholder input was paired with research, analysis and data gathering and mapping.

The result is a vision that will better connect East Ironbound residents to Newark resources, improve safety, increase resiliency and access to quality jobs and make East Ironbound more equitable, sustainable and welcoming – a neighborhood where good jobs, safe streets, neighborhood pride and affordable housing can co-exist and flourish.

## GOALS

- 1. Evaluate and measure neighborhood needs and opportunities**
- 2. Develop a comprehensive and achievable community-driven vision for East Ironbound**
- 3. Establish a 10 year implementation framework**

# THEMES

The East Ironbound Neighborhood Plan is organized into five inter-related themes, each of which was identified as a priority through community consultations. The Plan articulates Goals and Strategies under each Theme summarized here:



## COMMUNITY CONNECTIONS + SERVICES

Improve access to critical community resources and amenities, increase interaction across neighbors and expand a welcoming gateway to increase a sense of belonging and neighborhood pride.



## HEALTHY ENVIRONMENT

Enhance neighborhood sustainability by implementing built environment, programmatic strategies and increase access to healthy food. Improve neighborhood environmental justice by utilizing a member-led multi-pronged approach to address environmental and public health challenges.



## ECONOMIC EMPOWERMENT

Expand support for local businesses and connect residents to workforce development opportunities and good quality jobs to ensure that existing residents and businesses can be a part of Newark's economic renaissance, instead of being displaced by it.



## SAFE + WALKABLE NEIGHBORHOOD

Increase safety, connectivity and walkability throughout the neighborhood to counter the physical and psychological divide that has long disconnected East Ironbound from the rest of Newark. Integrate East Ironbound and its large housing developments with the urban fabric of Newark and its waterfront.



## HOMES FOR ALL

Support multiple strategies to preserve and improve existing affordable housing stock by leveraging existing vacant land, new developments and home ownership opportunities for existing residents to counter rapidly rising housing costs.

The Plan proposes a mix of physical, programmatic and policy strategies to transform East Ironbound into a more vibrant, equitable, and sustainable neighborhood. This map and accompanying list highlights all the Plan's strategies in one place, organized by theme.

The Plan proposes a mix of physical, programmatic and policy strategies to transform East Ironbound into a more vibrant, equitable, and sustainable neighborhood. This map and accompanying list highlights all the Plan's strategies in one place, organized by theme.

- 1.1** **Expand Down Bottom Farms' East Ironbound celebratory gateway with redeveloped Ballantine Site**
- 1.2** Create a neighborhood-wide wayfinding system
- 1.3** Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride
- 2.1** Partner with local libraries, schools, and community centers to ensure that programming and information caters to immigrant and non-English speaking populations
- 2.2** Connect East Ironbound youth to youth justice programming
- 2.3** Increase community oversight of city policies, practices, and enforcement through funding and capacity building for community boards

- 3.1** Develop a neighborhood supermarket
- 3.2** Utilize vacant public land for open space and community gardens
- 3.3** Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute throughout the neighborhood
- 3.4** Develop the Tidewater and Conrail sites into open space
- 3.5** Establish an East Ironbound recreational hub
- 4.1** Implement Green Streets infrastructure along major corridors in neighborhood
- 4.2** Improve physical building and playground of Hawkins Street Elementary School to make it a sustainable community asset



The plan leverages the redevelopment of the Ballantine superblock to create a revitalized neighborhood gateway with improved bike and pedestrian features, local retail and workforce programs.



Green infrastructure, public art, traffic calming and refurbished storefronts along key corridors will improve safety, increase foot traffic to local businesses and enhance connections to the Riverfront parks.



## ECONOMIC EMPOWERMENT

- 5.1** Incorporate ICC's community hub goals for jobs into redevelopment plans
- 5.2** Utilize the Ballantine to support small businesses and entrepreneurial growth
- 6.1** Establish ICC's role as the East Ward hub for Newark 2020
- 6.2** Develop comprehensive services and programming to engage youth in the workforce
- 6.3** Develop targeted strategies to engage the re-entry population and get them placed at local jobs
- 7.1** Support the growth of local businesses and entrepreneurs
- 7.2** **Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience**
- 7.3** Work with local artists to activate neighborhood corridors and key locations

## SAFE + WALKABLE NEIGHBORHOOD

- 8.1** Implement traffic calming measures along Ferry Street, Raymond Boulevard, and Market Street
- 8.2** Implement pedestrian safety measures around Hawkins Street Elementary School
- 9.1** Improve streets that connect commercial and recreational corridors to encourage more physical and commercial activity.
- 9.2** Better integrate Terrell Homes into the surrounding neighborhood.
- 9.3** **Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center**
- 10.1** Work with NHA and NPD to better assess and address public housing tenant safety concerns.
- 10.2** Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers.

## HOMES FOR ALL

- 11.1** Preserve and improve the existing stock of public housing in East Ironbound
- 11.2** Improve code enforcement for existing affordable homes
- 12.1** **Rehab existing properties to lease or sell homes to low-income households.**
- 12.2** **Leverage vacant land and buildings to grow the Ironbound Community Land Trust's portfolio.**
- 12.3** Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs.
- 13.1** Provide relief for low-income homeowners
- 13.2** **Expand the Ironbound Community Land Trust's portfolio.**
- 13.3** Implement shared equity programs for ensuring long-term affordable homes

*Note: Strategies in bold are highlighted on the map.*



# CALL TO ACTION

The ambitious goals and strategies laid out in the East Ironbound Neighborhood Plan were informed by conversations and input by hundreds of residents, stakeholders and partners.

Successful implementation and stewardship of the plan's strategies will require the collective efforts of ICC, local partners, the Community Advisory Board and Local Government. With ICC as the driving force, each of these entities will play a distinct and important role in advancing implementation.

Implementation requires on-going work over the next 10 years with strategies broken down into the following terms:

**Immediate**  
**Short**  
**Medium**  
**Long**  
**Very long**

<1 year  
1-3 years  
3-6 years  
6-10 years  
10+ years

## IMPLEMENTATION ROLES



### ICC + LOCAL PARTNERS:

- Lead community outreach and advocacy for the Plan
- Keep community members and partners informed and engaged
- Explore multiple funding and collaboration opportunities to advance implementation
- Immediate: Plan for an expanded community Center in East Ironbound



### COMMUNITY ADVISORY BOARD:

- Support outreach about the Plan and its implementation
- Advocate for Plan's strategies before City Council and other policy makers
- Inform prioritization of Plan strategies to meet immediate community needs



### LOCAL GOVERNMENT:

- Update residents on development and implementation of city-funded or supported strategies regularly
- Meet regularly with ICC and Community Advisory Board to ensure alignment between Plan strategies and City's existing and future budget and capital projects

# **EAST IRONBOUND NEIGHBORHOOD PLAN**



## **PLAN OVERVIEW**



# INTRODUCTION

Ironbound Community Corporation (ICC), in collaboration with Hester Street, facilitated a community-driven planning process that resulted in the East Ironbound Neighborhood Plan (EINP). The Plan builds on ICC's long-standing work in the community through planning studies, neighborhood revitalization strategies, programs and services. The plan threads policy, programmatic and built-environment goals and implementable strategies across five community identified themes, and is centered on community priorities collected through surveys, conversations and meetings with hundreds of stakeholders

The EINP process was supported through the Wells Fargo Regional Foundation (WFRF) Neighborhood Grants Program, which provides significant long-term support for community organizations to

develop and implement comprehensive, community-driven, place-based revitalization plans that address human, physical, and social capital needs.

While ICC's work in East Ironbound since the 2004 *East Ferry Street Neighborhood Improvement Plan* resulted in some positive changes, the neighborhood continues to face major environmental, public health and economic challenges. The EINP aims to address the long-lasting impacts of the neighborhood's industrial past and provide ICC and local resident leaders with a comprehensive ten-year framework to make East Ironbound more equitable, sustainable and welcoming – a neighborhood where good jobs, safe and green streets, neighborhood pride and affordable housing can co-exist and flourish.

## PROJECT TIMELINE





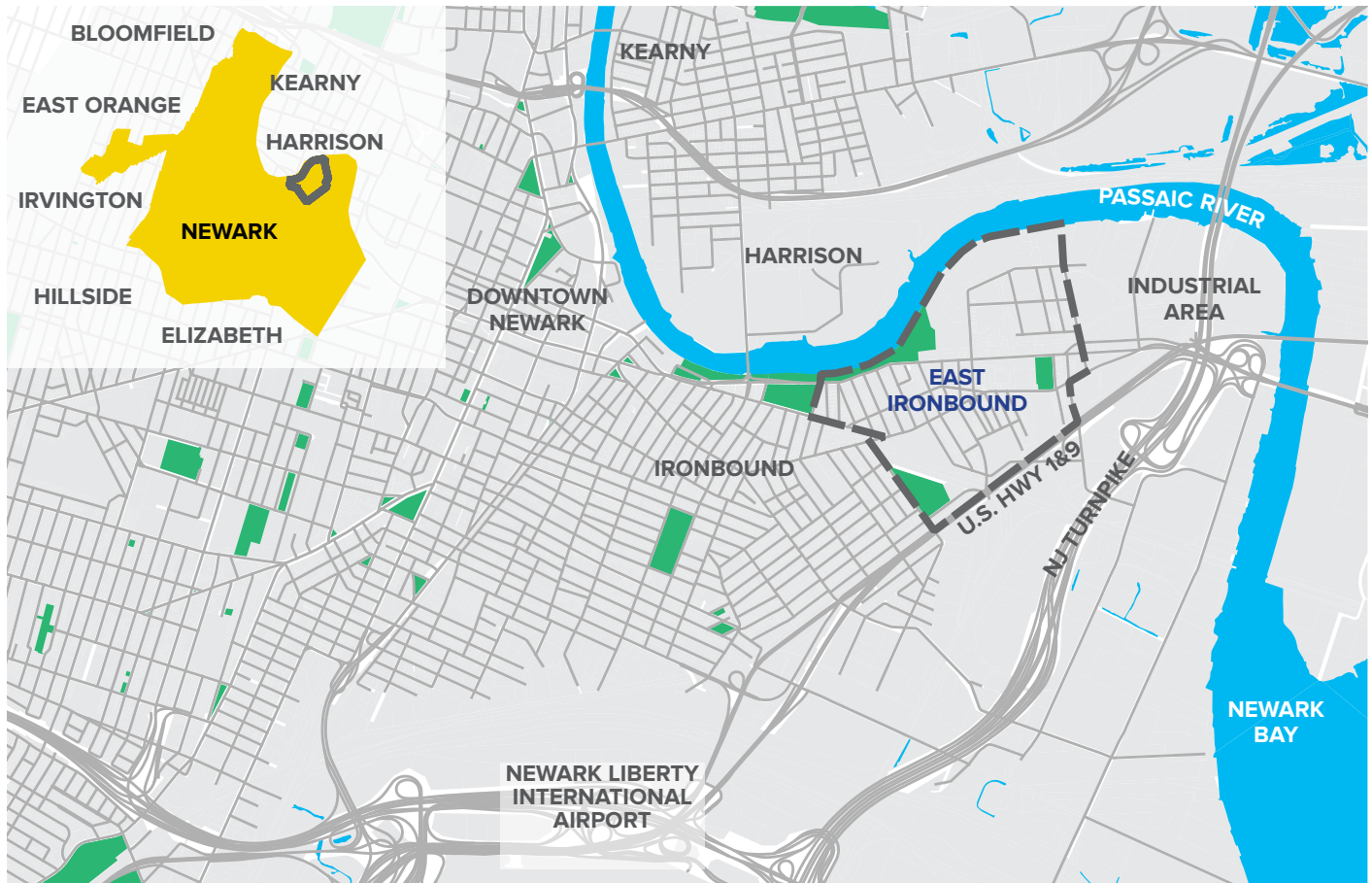
# NEIGHBORHOOD CONTEXT

## WELCOME TO EAST IRONBOUND

East Ironbound, a mostly working-class neighborhood, sits on the far end of the Ironbound neighborhood in the East Ward of Newark, New Jersey. It is bounded by Newark's industrial core and 1&9 highway on the East and the Passaic River to the north. On the far west, the neighborhood is bounded by Somme St. and Ferry St. On the southwest it is bounded by St. Charles and Ferry St.

Like much of the Ironbound neighborhood, the built environment of East Ironbound reflects an industrial past layered with deindustrialization, white flight and disinvestment. Today the neighborhood is home to a racially and ethnically diverse working class, which includes a large immigrant population. Historically, most immigrants to the area came from Portugal and eastern Europe, but today more than 88% of foreign-born residents are from Latin America.

The neighborhood was once home to a variety of industries including foundries, beer brewing, leather treatment, and chemical manufacturing. Doremus Avenue, a street dubbed "Chemical Corridor" by locals, lies about a quarter of a mile from homes in East Ironbound and has seen centuries of industrial use and environmental degradation. The lower seventeen miles of the Passaic River, which runs along East Ironbound, is currently the largest EPA Superfund site in the Mid-Atlantic region with 16,000 cubic yards of contaminated sediment because of a history of heavy industrial uses and lax regulations. Today much of the neighborhood's decaying heavy industrial buildings are being replaced by warehouses and other logistics industries.



East Ironbound is bounded by Newark's industrial core and 1&9 highway on the East, and the Passaic River to the north. On the far west, the neighborhood is bounded by Somme St. and Ferry St. On the southwest is bounded by St. Charles and Ferry St.

Newark Penn Station, a transportation hub within the New York Metro Area, is located about 1.5 miles away from the neighborhood's center. There are six New Jersey Transit bus lines (1, 25, 25Go, 108, 375, and 378) with stops along the major corridors in East Ironbound connecting residents to Newark Penn Station. The city is also home to the busiest seaport in the East Coast. As a port city only ten miles away from New York City, the country's largest consumer hub, Newark has seen a steady transition from blue collar manufacturing jobs to low-paying warehousing and trucking jobs. The growth of warehousing and trucking businesses increased the neighborhood's exposure to diesel pollution. However, it has not translated to an increase in high-quality jobs and the city continues to face a high unemployment rate of 7.9% compared to 4.7% in New Jersey.

## DEMOGRAPHICS

East Ironbound has a population of 7,082. It is home to a growing and diverse immigrant population with a higher concentration of Black individuals and families relative to the rest of Newark's East Ward. Overall, the neighborhood is relatively racially diverse: 48% white, 18% Black, 29% some other race. Additionally, 49% of residents are Latinx and 5% have two or more races. The Ironbound as a whole is home to less Black and African American individuals as compared to the city of Newark, where they make up about half of the population. Almost half of the residents in East Ironbound are foreign born, including a mix of Portuguese, South and Central American origins. Education levels are low in the neighborhood: 19% of the population did not complete ninth grade and only 13% have a bachelor's degree.

# HOUSING

East Ironbound is a neighborhood of renters with homeowners comprising only 15% of the population. Residents are faced with high housing costs relative to their incomes, with nearly half of renters and over 60% of homeowners spending more than a third of their income on housing costs, a situation known as cost burden. Additionally, almost a quarter of residents (homeowners and renters alike) experience extreme cost burden, defined as spending at least half of their income on housing costs. The housing stock is relatively old; 69% of structures were built before 1970 and 20% were built after 1990. The areas adjacent to Newark Pennsylvania Train Station (Penn Station) have seen an increase in the development of market rate housing. Following the recent riverfront redevelopment and MX-3 rezoning along the waterfront that now allows up to forty-story buildings, developers are racing to build luxury housing close to Penn Station and the rest of the Ironbound. East Ironbound residents fear that these development pressures will make it unaffordable for them to remain in their homes. These fears are compounded by the displacement risk associated with the number of undocumented families in the neighborhood, as well as the Newark Housing Authority's (NHA's) repeated attempts to tear down the neighborhood's public housing developments, Terrell Homes and Hyatt Court.



Terrell Homes

# ENVIRONMENT + HEALTH

While most of the heavy industrial uses adjacent to East Ironbound lie beyond Highway U.S. 1&9, there are several industrial uses within the neighborhood's boundary. Trucking and warehousing, paint manufacturing, trash incineration and other industrial uses are noxious uses located adjacent to residential homes. The nearby Port of New York & New Jersey in Newark and Elizabeth is the busiest seaport on the East Coast and a major source of air pollution. In 2016 alone, over 3.5 million international cargo containers were handled and approximately 80% of those were transferred onto trucks. The growing logistics industry in the neighborhood relies on heavy duty diesel trucks to get goods to the New York Metro area resulting in East Ironbound streets being overwhelmed by truck traffic in what used to be a manufacturing core. Within Essex County, the city of Newark has some of the highest asthma-related Emergency Department visits, accounting for nearly 60% of the visits for the county. Additionally, the neighborhood's proximity to the seaport and the Passaic River makes it extremely vulnerable during storms. The concentration of industrial uses and impervious surfaces in the eastern end of the neighborhood exacerbated the impact of superstorm Sandy in 2012 and left many homes flooded.



Ironbound Committee Against Toxic Waste march to protest an incinerator.

# **JOBS + ECONOMIC WELLNESS**

Average median household income in East Ironbound is \$33,876, which is a little higher than the city of Newark's median income at \$33,025, but significantly lower than Essex County's \$54,860. The three largest employers in the neighborhood are the retail trade industry (15%), healthcare and social assistance (10%) and transportation and warehousing (9%). In 2015, only 79 individuals lived and worked within East Ironbound, while 1,751 individuals traveled outside of the neighborhood for work. While unemployment levels in the neighborhood are high compared to the rest of the Ironbound, they are low relative to the whole city of Newark. In the 1940s, the Ballantine Brewery employed 4,500 employees who worked around the clock to produce 4 million barrels of ale and beer a year. Most employees lived in East Ironbound and its vicinity. After its closing in 1972, East Ironbound saw a steady decline of employment opportunities. The potential redevelopment of the Ballantine site provides an opportunity to infuse new jobs into the neighborhood but could exacerbate development pressures. In recent years, ICC has played a direct role in connecting local residents to steady jobs in the neighborhood, most clearly demonstrated through their collaboration with Aerofarms, an indoor, aeroponic, vertical farm in East Ironbound, which employs several residents.

# **SOCIAL INSTITUTIONS AND SOCIAL CAPITAL**

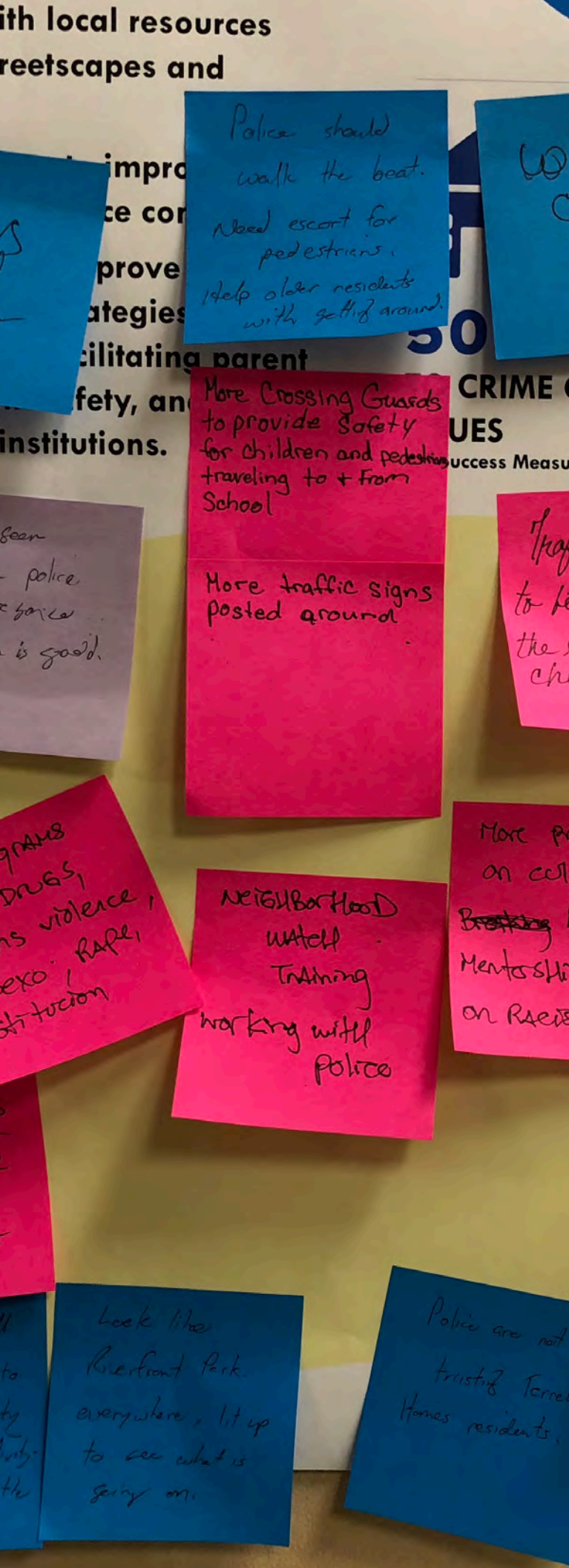
Social capital refers to the informal networks and relationships among neighbors that enhance cohesion and resiliency. Although spatially cut off from the rest of the Ironbound, individuals and families in East Ironbound have tight connections with each other and community institutions such as ICC and the Rock Fellowship Christian Church. ICC's afterschool program at Hawkins Street Elementary School has provided enrichment programming for children since 2005. The opening of the Family Success Center East on Cortland Street in 2008 established a community space for gathering, gardening, communal learning and organizing. Down Bottom Farms offers a weekly farmer's market and outdoor event space. Hawkins Street School, the Rock and the Ironbound Recreation Center are all community assets that help to cultivate community connections. ICC's 2016 Resident Satisfaction Survey found that over 60% of residents think their neighbors are friendly and residents expressed a desire for more opportunities to come together. The community-building programs and services that ICC and other local partners provide have helped to strengthen social capital within the neighborhood.



Neighborhood residents gather for job training at Ironbound Community Center.



Casa do Minho, a Portuguese Social Club, sits across the from the Ironbound Stadium and is an example of a community space that draws people to the neighborhood



# COMMUNITY PLANNING PROCESS

The East Ironbound Neighborhood Plan (EINP) is the result of a community-driven planning process facilitated by ICC that built on previous ICC-led planning efforts in the neighborhood. Community input on neighborhood needs and priorities coupled with spatial and technical analysis informed the plan.

The planning process began with a review and analysis of previous comprehensive planning efforts and the resident satisfaction surveys conducted between 2008-2016. The eight-month process included three phases of engagement, which built upon existing data and aimed to solidify priority areas for the neighborhood; evaluate and enhance draft goals and strategies; and assess the overall approach of goals and strategies across five themes.

## REVIEW OF PREVIOUS PLANS

ICC has been leading planning initiatives in the neighborhood for nearly two decades. In 2001, ICC engaged hundreds of residents in the Ironbound Community Master Plan process, created a framework to guide development, and laid the foundation their community development initiatives. In 2004, ICC led the *East Ferry Street Neighborhood Improvement Plan* process to focus on East Ironbound. It offered a vision for the open space adjacent to the Ballantine Site with its 2010 *Brownfields Area Wide Plan* and provided several strategies for repurposing the Ballantine superblock. Concurrently, ICC worked on the *Waterfront Park Plan* and advocated for funding, resulting in today's 15-acre Riverfront Park. Since then ICC has opened the Family Success Center East, provided economic development, environmental remediation, brownfield redevelopment, urban agriculture and food justice projects, and offers after school and youth programming. This plan draws from community-based urban and neighborhood plans in comparable industrial cities, such as Detroit Future City and the 2017 plan for Philadelphia's Kensington neighborhood.

EAST IRONBOUND NEIGHBORHOOD PLAN

**600  
PEOPLE  
SURVEYED  
IN 2016**

## METHODS

### RESIDENT SATISFACTION SURVEYS

ICC collected surveys from residents about their perception of quality of life, neighborhood cohesion, safety, and affordability in 2008, 2012, and 2016. The survey findings helped to establish an understanding of strengths and challenges in the neighborhood from the perspective of local residents.

### STEERING COMMITTEE

To begin the planning process, ICC organized a Steering Committee (SC) composed of resident leaders, neighborhood partners, city department representatives, and other friends of the neighborhood. The Steering Committee provided guidance on the overall process and key feedback, insight, and input on the development and refining of the Plan's themes, goals, and strategies. The SC always met ahead of community meetings to review materials and provide input on analysis, strategies, and workshop format.

### COMMUNITY MEETINGS

ICC organized three large community meetings throughout the process that helped confirm needs and priority issue areas in the neighborhood; gather ideas to address needs and enhance strengths; and evaluate proposed goals and strategies of the Plan. Community meetings were conducted in three languages and provided a space for neighbors with different perspectives to establish a shared vision for their neighborhood.

### FOCUS GROUPS

Following the second community meeting, ICC organized two separate focus groups during Community Advisory Board (CAB) meetings in ICC's Family Success Center East. CABs are made up of East Ironbound residents who are taking a leadership role to address quality of life issues in the neighborhood. The two focus groups with CAB members provided an opportunity to refine and prioritize the set of strategies that most appropriately addressed the Plan's goals.

## ENGAGEMENT BY THE NUMBERS

**3** STEERING  
COMMITTEE  
MEETINGS  
**20** Members

**3** COMMUNITY  
WORKSHOPS  
**150** Residents and  
friends of the  
community

**2** FOCUS  
GROUPS  
**150** Community  
Leaders

#### ATTENDEES

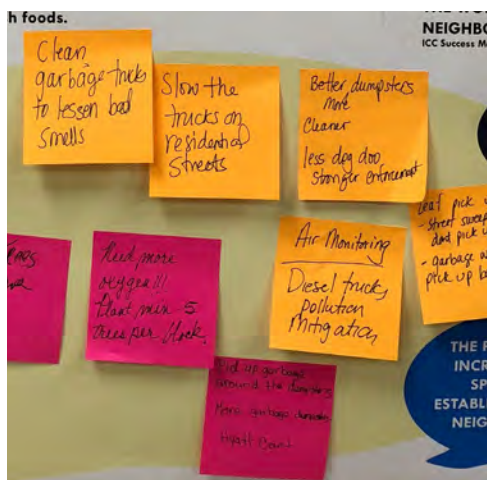
**75% Residents +  
25% Friends of the  
community**

#### LANGUAGES SPOKEN

**ENGLISH**  
**SPANISH**  
**PORTUGUESE**

# PROCESS





**Clockwise from top left:** Resident comments and questions on final plan strategies; community meeting participants agree on necessary elements for a healthy neighborhood; community members evaluate draft EINP strategies.



# FINDINGS + ANALYSIS

## METHODS

Under ICC's leadership, the 8-month EINP process engaged over 150 community residents, partners and local institutions to develop a shared vision for the neighborhood. Stakeholders contributed local knowledge and shared their priorities for the future of East Ironbound through community conversations and activities. Building on ICC's long history of community work in the neighborhood, the engagement process began with the collection of over 600 resident satisfaction surveys in 2016 and included a survey of almost 1,000 properties in the neighborhood. An analysis of ICC's prior planning initiatives that assessed progress toward goals and ongoing challenges also informed the plan.

The Wells Fargo Regional Foundation neighborhood planning grant that supported the planning process provided access to valuable data and mapping analysis tools. Through these, the team grounded community concerns in concrete data. Collectively, this engagement process and the tools it deployed can help ICC improve its programming, expand services and develop more capacity to undertake projects. Having engaged even more East Ironbound residents in reimagining their neighborhood, ICC will expand long-term community building and strengthen the neighborhood through strategies designed to improve the lives of those most at risk.

The planning process highlighted the needs and barriers to opportunity that East Ironbound residents continue to face. A large portion of the issues residents brought to the table were not new; ICC has existing programs that aim to address many of them. A new component in the community conversations was the current development pressure in Newark and the opportunities and challenges that it carries. Across the five themes that engagement uncovered, the plan offers newer programs and projects, recent and applicable case studies and policy assessments as recommendations for how the neighborhood can effectively address challenges.

# THEMES:

The Plan encompasses five themes that reflect the challenges and opportunities community members highlighted during the engagement process and through the resident satisfaction surveys findings. Together, they form a holistic course of action for ICC and its work to ensure the most vulnerable residents can stay in place and are empowered to make decisions about their neighborhood.



## COMMUNITY CONNECTIONS + SERVICES

Residents continue to express the need to expand community connections, services and programming. By improving access to critical community resources, expanding community-building activities to connect neighbors and creating a welcoming gateway to the neighborhood, residents will share an increased sense of belonging and neighborhood pride.



## HEALTHY ENVIRONMENT

Air pollution, contaminated land and abandoned industrial parcels impose physical and mental stress on residents. By enhancing neighborhood sustainability, increasing access to healthy foods and encouraging residents to get physically active, ICC will be able to expand upon its existing environmental justice work to continue addressing environmental and public health challenges in East Ironbound.



## ECONOMIC EMPOWERMENT

The Ironbound neighborhood continues to grow with new businesses, open space and development changing neighborhood dynamics. East Ironbound needs programs and services to better support local businesses, expanded workforce development opportunities and quality

jobs so residents can take advantage of the opportunities coming into the city. Redevelopment of the long-underutilized Ballantine superblock site is an ongoing vision to help create an economic anchor supporting East Ironbound's revitalization.



## SAFE + WALKABLE NEIGHBORHOOD

Public safety concerns exacerbate residents' feelings of isolation in a neighborhood geographically cut off from other parts of the city. Strategies that improve streetscapes along key routes to improve connections and encourage walking and biking, along with improved police-community relations will help counter the physical and psychological divide that has long disconnected East Ironbound from the rest of Newark.



## HOMES FOR ALL

Rising housing costs and a very limited low-income homeownership rate in East Ironbound are a threat to the affordable housing supply and put many residents at risk of displacement. Strategies that will preserve and improve existing affordable housing, add more units of affordable housing to the neighborhood and expand home ownership opportunities will help residents counter rapidly rising housing costs.

The map on the following page provides a high-level overview of themes and strategies in action across East Ironbound, as an introduction to detailed chapters on each theme.

# EAST IRONBOUND NEIGHBORHOOD PLAN STRATEGIES

The Plan proposes a mix of physical, programmatic and policy strategies to transform East Ironbound into a more vibrant, equitable, and sustainable neighborhood. This map and accompanying list highlights all the Plan's strategies in one place, organized by theme.

## COMMUNITY CONNECTIONS + SERVICES

- 1.1** Expand Down Bottom Farms' East Ironbound celebratory gateway with redeveloped Ballantine Site
- 1.2** Create a neighborhood-wide wayfinding system
- 1.3** Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride
- 2.1** Partner with local libraries, schools, and community centers to ensure that programming and information caters to immigrant and non-English speaking populations
- 2.2** Connect East Ironbound youth to youth justice programming
- 2.3** Increase community oversight of city policies, practices, and enforcement through funding and capacity building for community boards

## HEALTHY ENVIRONMENT

- 3.1** Develop a neighborhood supermarket
- 3.2** Utilize vacant public land for open space and community gardens
- 3.3** Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute throughout the neighborhood
- 3.4** Develop the Tidewater and Conrail sites into open space
- 3.5** Establish an East Ironbound recreational hub
- 4.1** Implement Green Streets infrastructure along major corridors in neighborhood
- 4.2** Improve physical building and playground of Hawkins Street Elementary School to make it a sustainable community asset



## Neighborhood Gateway & Hub

The plan leverages the redevelopment of the Ballantine superblock to create a revitalized neighborhood gateway with improved bike and pedestrian features, local retail and workforce programs.

1.1 1.2 3.1 4.1 5.2 8.1



## Green Corridors

Green infrastructure, public art, traffic calming and refurbished storefronts along key corridors will improve safety, increase foot traffic to local businesses and enhance connections to the Riverfront parks.

1.1 4.1 7.2



## ECONOMIC EMPOWERMENT

- 5.1** Incorporate ICC's community hub goals for jobs into redevelopment plans
- 5.2** Utilize the Ballantine to support small businesses and entrepreneurial growth
- 6.1** Establish ICC's role as the East Ward hub for Newark 2020
- 6.2** Develop comprehensive services and programming to engage youth in the workforce
- 6.3** Develop targeted strategies to engage the re-entry population and get them placed at local jobs
- 7.1** Support the growth of local businesses and entrepreneurs
- 7.2** **Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience**
- 7.3** Work with local artists to activate neighborhood corridors and key locations

## SAFE + WALKABLE NEIGHBORHOOD

- 8.1** Implement traffic calming measures along Ferry Street, Raymond Boulevard, and Market Street
- 8.2** Implement pedestrian safety measures around Hawkins Street Elementary School
- 9.1** Improve streets that connect commercial and recreational corridors to encourage more physical and commercial activity.
- 9.2** Better integrate Terrell Homes into the surrounding neighborhood.
- 9.3** **Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center**
- 10.1** Work with NHA and NPD to better assess and address public housing tenant safety concerns.
- 10.2** Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers.

## HOMES FOR ALL

- 11.1** Preserve and improve the existing stock of public housing in East Ironbound
- 11.2** Improve code enforcement for existing affordable homes
- 12.1** **Rehab existing properties to lease or sell homes to low-income households.**
- 12.2** **Leverage vacant land and buildings to grow the Ironbound Community Land Trust's portfolio.**
- 12.3** Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs.
- 13.1** Provide relief for low-income homeowners
- 13.2** **Expand the Ironbound Community Land Trust's portfolio.**
- 13.3** Implement shared equity programs for ensuring long-term affordable homes

*Note: Strategies in bold are highlighted on the map.*



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# EAST IRONBOUND NEIGHBORHOOD PLAN



# COMMUNITY CONNECTIONS + SERVICES



# COMMUNITY CONNECTIONS + SERVICES

## INTRODUCTION

East Ironbound has many community assets and resources that can be built upon and expanded to meet the community's expanding needs. ICC's programming and services through Down Bottom Farms and the Family Success Center East help to foster community and provide programming for youth and adults alike. The Ironbound Recreation Center, Hawkins Street Elementary School, the Rock Christian Fellowship Church and other neighborhood institutions offer programs, services and gathering spaces. During the engagement process, however, some residents shared that they are not familiar with many of the existing services and programs. Language barriers and perceptions of neighborhood safety, coupled with this lack of visibility, keep the diverse and mostly immigrant population from accessing the services and programs they need. Residents also shared that existing assets are in disrepair or underutilized; for example, the ice skating rink at the Ironbound Recreation Center has been closed for the past two years due to a lack of funding.

As redevelopment projects come online, such as the new Ironbound Stadium and the Hayes Park East, they should include a community-centered wayfinding system and gateway into the neighborhood. These can celebrate the neighborhood and knit community assets together, helping residents discover and care for what they have in their own neighborhood. New programming should be introduced to aid residents in navigating the neighborhood's resources and to build connections and solidarity among residents, local business owners and other local partners.

ICC's 2016 Resident Satisfaction Survey asked what community members can do to make the neighborhood a better place to live and participants overwhelmingly responded that they need to be more united as a community. Residents want to increase community cohesion, be more respectful towards each other and feel more neighborhood pride.

In comparison to the 2012 Resident Satisfaction Survey, the 2016 survey shows a 7% drop in the perception that the neighborhood has quality public



services. There was also a 6% drop in the perception that neighbors are friendly and a 6% increase in the percentage of respondents who don't have anyone to turn to in an emergency. This signals a need for more established opportunities for community connections and underlines a need to build social resiliency, increase safety and perceptions of safety and grow the local knowledge of neighborhood resources through programming, increased and targeted communication and built environment interventions.

The plan puts forth strategies that will connect and celebrate neighborhood assets, highlight the neighborhood's unique identity, facilitate connections among neighbors, improve access to community and family services and exercise increased community oversight of city government. These strategies will ensure that East Ironbound builds upon its assets and increases access for all residents.

## COMMUNITY SNAPSHOT

### COMMUNITY FEEDBACK:

"The community needs to come together, be united, be more respectful to each other, care more about the neighborhood."

"We need to take better care of youth with more programming and fun in the neighborhood."

### SATISFACTION SURVEY\* STATS:

There was a **9%** decrease from **55%** to **46%** of families feeling safe in the neighborhood.

There was an **8%** increase in respondents being proud of their community.

\* Change from 2012-16 Satisfaction Surveys

# KEY COMMUNITY INSTITUTIONS AND SERVICES

## ICC FAMILY SUCCESS CENTER EAST

- Parenting education and family activities
- Social services referrals and assistance
- Utility bill assistance
- Table-2-Table – free vegetables
- Resume and job readiness
- Financial Coaching
- Case Management and Counseling
- Health care screening and referrals
- Language translation assistance
- ESL classes
- Emergency food and clothing

## DOWN BOTTOM FARMS

- Community gardening
- Farmer's market
- Community Concerts
- Festivals

## THE ROCK CHRISTIAN FELLOWSHIP CHURCH

- Bi-weekly service
- Women, Men, and Youth Ministries
- Community activities

## THE IRONBOUND RECREATION CENTER

- Swimming pool
- Senior center
- Summer camp
- Youth internship
- Ice skating rink (currently closed)
- Gym (equipment is in disrepair)
- Baseball field, soccer field, basketball court
- Playground
- Closed football stadium

## HAWKINS STREET SCHOOL

- After school program
- ICC summer camp
- ICC gifted and talented program

## IRONBOUND BOY'S AND GIRL'S CLUB

- Boy scouts
- Programs: Youth for Unity, Smart Moves, Passport to Manhood, Club Service, Career Launch and after-school programs
- Camps
- Senior activities
- Sports activities: boxing, soccer, and dance

## CASE STUDY: NEWARK YOUTH COURT NEWARK, NJ

The Newark Youth Court, active since 2009, is a restorative justice program for Newark youth who have committed low-level infractions like curfew violations, vandalism, disorderly conduct and truancy. The first youth court in New Jersey, it convenes twice a week to hear cases involving peers.

Under the supervision of Newark Youth Court staff, the court's members represent their peers and serve as jurors to help determine appropriate sanctions based on the details and context surrounding each infraction. Those sanctions are restorative and community service-oriented; they could include working at community gardens, community events or in other community-building capacities. Newark's Youth Court is a partnership between the City of Newark and the nonprofit Center for Court Innovation and is supported by the New Jersey Bar Association.



**Clockwise from top left:** Children make jack-o-lanterns at Harvest Festival in Down Bottom Farms; a handmade sign of FSC East's community garden; neighborhood children play at Riverfront Park playground.

## CASE STUDY: PEDAL TO POSSIBILITIES SYRACUSE, NY

Pedal to Possibilities is a program out of the Brady Faith Center in Syracuse, New York that organizes weekly community bike rides. Homeless men and women are especially encouraged to participate. After completing 10 rides, participants graduate and receive a free bike, helmet, lock and certificate. Many graduates continue to participate in the rides and volunteer their time as bike repair specialists and as safety keepers during the rides. This program encourages participants to be physically active and provides free, dependable transportation for the community's most vulnerable.

# COMMUNITY CONNECTIONS + SERVICES

- RESIDENTIAL AREAS
- PUBLIC AND SUBSIDIZED HOUSING

## PROPOSED COMMUNITY ASSETS

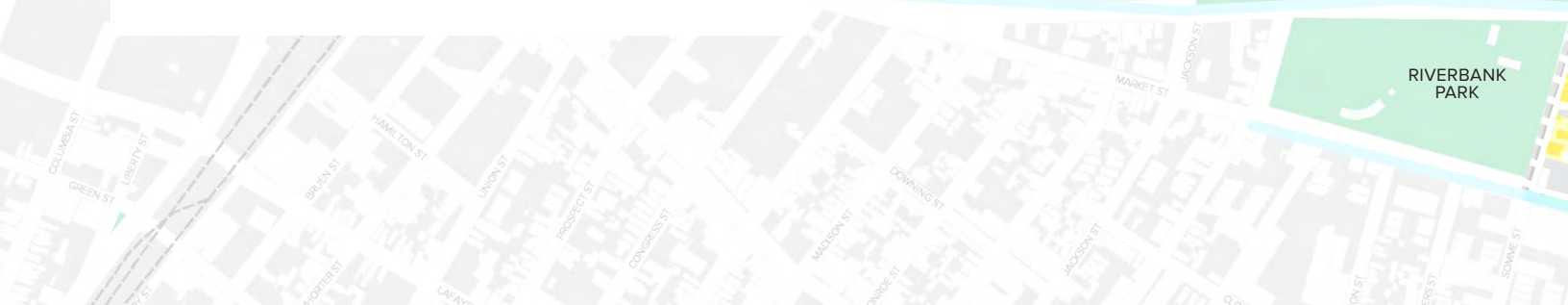
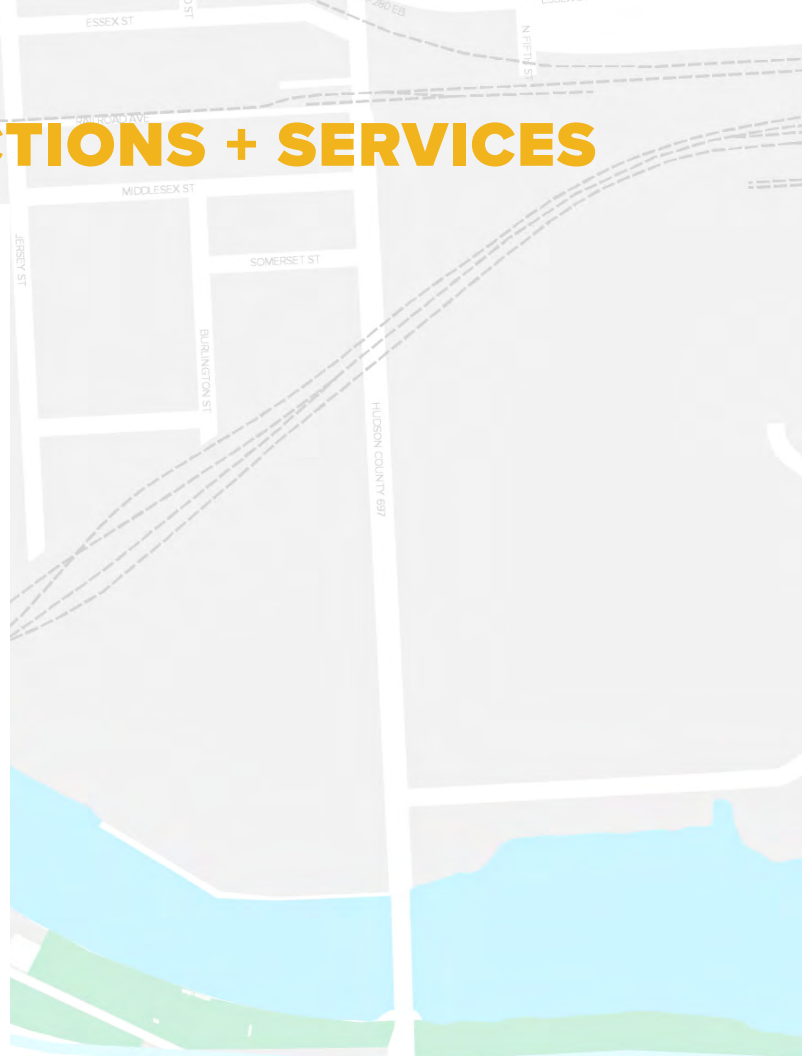
- COMMUNITY HUB
- IMPROVED PUBLIC SPACES
- NETWORK OF WALKABLE STREETS

## EXISTING COMMUNITY ASSETS

- COMMUNITY SPACES
- EDUCATION
- FOOD
- HEALTH
- RECREATION
- RELIGIOUS SPACES
- BUS STOPS
- MURALS

## STRATEGIES

- 1.1 CREATE A CELEBRATORY GATEWAY FOR THE EAST IRONBOUND
- 1.2 CREATE A NEIGHBORHOOD WAYFINDING SYSTEM
- 2.1 PARTNER WITH LOCAL COMMUNITY ORGANIZATIONS TO CREATE INCLUSIVE PROGRAMMING

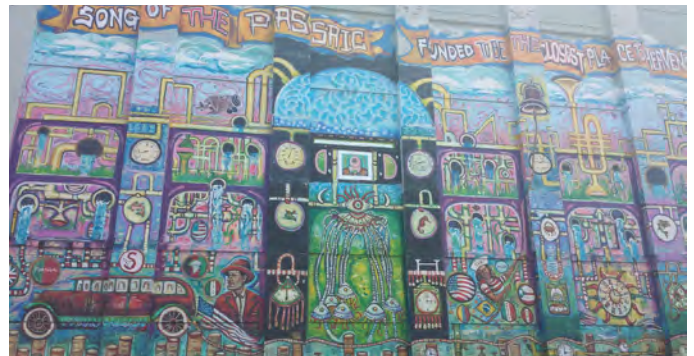


## Down Bottom Farms Harvest Festival

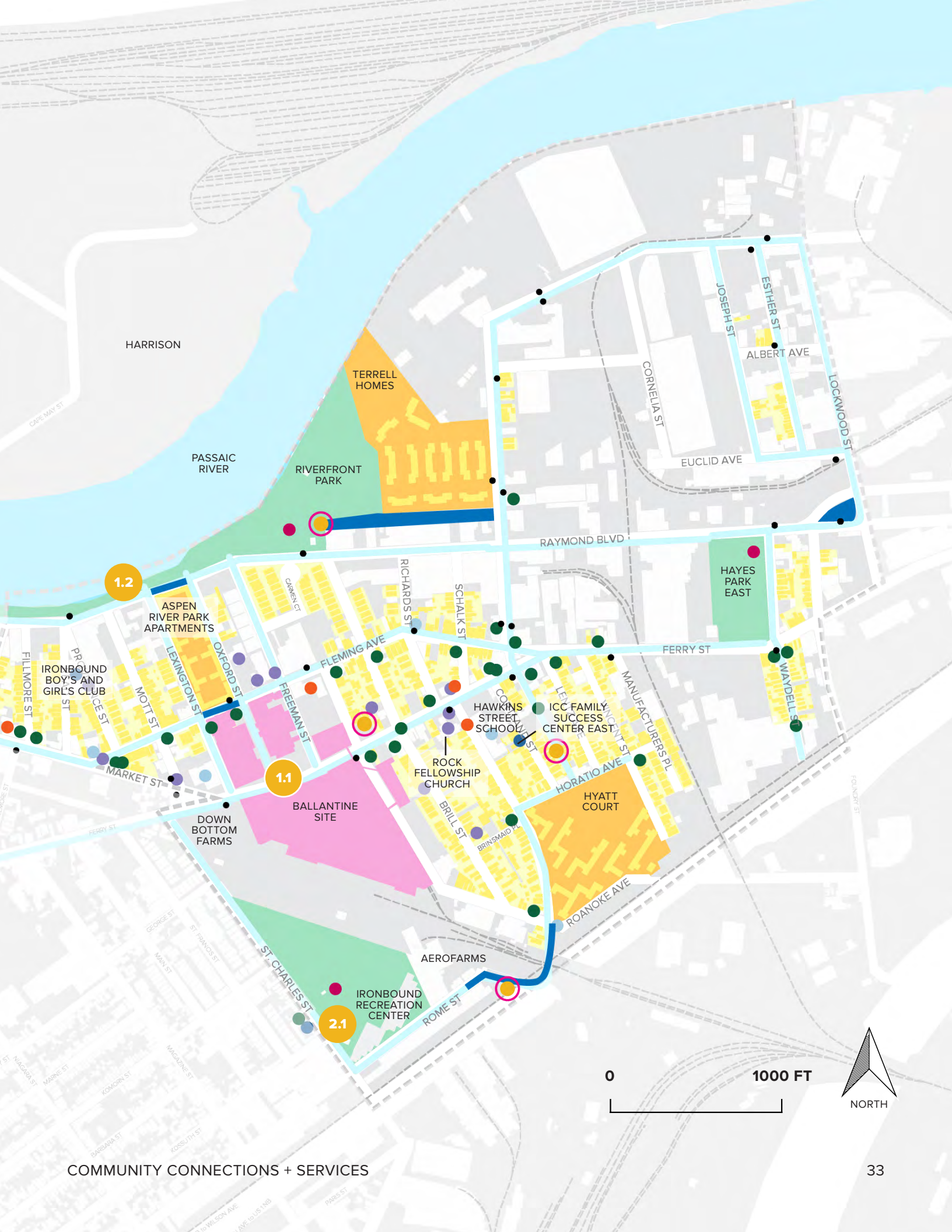


Celebrations on Down Bottom Farms could be expanded with the activation of the Ballantine Site as a community hub.

## Mural by Riverfront Park



This mural on the side of a large building faces Riverfront Park and celebrates the Passaic River. It could be part of a neighborhood wayfinding system.



# AN ENHANCED NEIGHBORHOOD GATEWAY AND HUB

The plan leverages the redevelopment of the Ballantine superblock to expand on the Down Bottom Farms neighborhood gateway, improve bike and pedestrian features, deliver local retail and space for workforce development programs.

## STRATEGIES

- 1.1 Expand a celebratory gateway to the neighborhood on the redeveloped Ballantine Site
- 1.2 Create a neighborhood-wide wayfinding system
- 3.1 Advocate for an affordable supermarket
- 4.1 Implement green streets infrastructure
- 7.1 Create a business incubator
- 8.1 Implement traffic calming measures



CURRENT SITE: Ferry Street at Ballantine site facing East

- Community Connections + Services
- Economic Empowerment
- Healthy Environment
- Safe + Walkable Neighborhood



The old Ballantine factory could have active retail storefront space and utilize artwork to make the existing barrier of a superblock into an inviting gateway to East Ironbound neighborhood.



Repair clock and create signage welcoming residents and visitors.

Adding wider sidewalks and bike lanes can also make Ferry Street safer and more welcoming for pedestrians and cyclists.

Porous sidewalk pavers and bioswales can improve drainage and add aesthetic appeal.



## GOAL 1: CELEBRATE AND CONNECT NEIGHBORHOOD ASSETS

Neighborhood pride and stewardship are key to ensuring a cohesive and resilient neighborhood. Intentional and culturally inclusive programming, together with built environment interventions, can increase residents' sense of pride in their neighborhood as well as connections with their neighbors. The mix of program and project strategies will also draw people to new spaces and increase peoples' sense of safety.

### STRATEGY 1.1



Project



Medium term



Moderate cost

### Expand Down Bottom Farm's East Ironbound celebratory gateway with a redeveloped Ballantine site

The clock bridge on the Ballantine Site can be transformed into an improved gateway into the neighborhood to welcome people to East Ironbound and present the superblock as a hub of economic, recreational and community activity. Today the Ballantine, a large brick and iconic building, is already a gateway to the neighborhood. Market Street merges into Ferry Street just west of the Ballantine, creating a busy roadway where pedestrians and cyclists feel unsafe. The tall brick walls and empty sidewalks give the feeling of post-industrial emptiness. Turning the Ballantine site into a highly visible hub, with stores, vibrant artwork, a supermarket, mixed-income housing, a business incubator and/or light manufacturing businesses will help connect East Ironbound with the rest of Newark and draw new people to the neighborhood. Its potential as a site for housing, community hub, local business space and more is discussed in the Economic Empowerment chapter.

As a beautifully designed entrance to the community, the Ballantine will build a sense of community, make the area welcoming, improve traffic safety and circulation and connect the community with a network of destinations. Multiple gateways along main corridors will create notable points of entry and getting the existing clock, which defines the entrance to the neighborhood, working again will that highlight arrival into East Ironbound and express its unique character.

### OUTCOME:

**Make Ballantine a community asset again for residents**



## STRATEGY 1.2



Project



Long term



Moderate cost

### OUTCOME:

**Increase connectivity  
and neighborhood  
pride**

### Create a neighborhood-wide wayfinding system

Community-centered and designed wayfinding improves neighborhood life. Wayfinding enables the promotion of safety, distribution of information, assistance of pedestrian and cyclist navigation and the growth of community cohesion and identity. Through wayfinding and infusion of local public art, the neighborhood becomes more attractive and encourages visitors and residents to wander around. Wayfinding also improves access by supporting equitable use for all people. A neighborhood wayfinding system will publicize active spaces throughout East Ironbound and energize different businesses, public spaces and community spaces. Residents suggested pairing wayfinding for leisure and recreation with emergency preparedness with signs that identify evacuation routes and warn drivers of heavily flooded streets during heavy rainfall.

ICC will work with Newark City Planning and the Division of Traffic and Signals to engage East Ironbound residents, property and business owners and other stakeholders to identify a wayfinding system that celebrates the neighborhood's history, people and art.



## STRATEGY 1.3



Program



Immediate term



Low cost

## OUTCOME:

**Increase number of  
community-building  
events**

### **Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride**

ICC's Family Success Center East and Down Bottom Farms currently host activities and events that bring neighbors together. ICC should build on those activities to ensure neighbors across language, race and nationality learn about each other and grow as a cohesive community. ICC should establish weekly walking and cycling events to bring people together and learn more about the neighborhood assets and resources. ICC can build on the leadership of the Down Bottom Bike Crew to hold a weekly community bike ride for all ages that incorporates stops where participants are encouraged to pick up litter. Low-income families can borrow bikes + helmets at no cost and volunteers can be encouraged to donate to support the program's bike repair toolbox. A walking club of seniors and families can lead visits to locations that offer audience-specific programming, services and incorporate information on relevant programs during rest stops.

## DOWN BOTTOM BIKE CREW

The Down Bottom Bike Crew is a mentorship program that was created in the summer of 2017. It involves participants (youth aged 8-17), as well as facilitators from ICC and volunteers and other bike enthusiasts who reside in Newark or are friends of the neighborhood.

Participants come together to learn about bike mechanics, repairs, and bike safety. The Crew participates in bike-a-thons as well as ride-alongs in and around the city of Newark. It has also been involved in the push for the preservation of public housing in Newark since most members reside there.



Members of the Down Bottom Bike Crew



## GOAL 2: IMPROVE ACCESS TO SERVICES FOR ALL IRONBOUND RESIDENTS

Improving access to existing services, programs and resources will benefit the neighborhood's most vulnerable populations. It can help build a thriving East Ironbound and will leverage existing assets and help turn underutilized community spaces into hubs of activity that encourage community building.

### STRATEGY 2.1



Program



Immediate term



Low cost

### **Partner with local libraries, schools and community centers to ensure that programming and information caters to immigrant and non-English speaking populations**

Residents' neighborhood pride increased between 2012 and 2016, according to the Resident Satisfaction Survey findings. ICC should build on that by partnering with community institutions such as the Newark Public Library, Hawkins Street School and the Ironbound Recreation Center to ensure effective outreach for existing programming, as well as expand programming and services to reach the neighborhood's diverse immigrant populations. Programming that enables a diverse population to share its customs, traditions and folklore helps build solidarity and encourages immigrant families to teach others about their customs during a special holiday or season. For example, the Sunset Park branch of the Brooklyn Public Library provides programming, activities and books in Spanish, Mandarin and English to cater to the neighborhood's diverse population.

ICC can conduct targeted outreach to immigrant families to share information about the free classes, services and resources that local community institutions provide. It will also partner with the library to offer culturally sensitive programming for immigrant families. These partnerships can introduce new programming and also modify what already exists, ensuring that all residents have access to needed resources.

### OUTCOME:

**Increase resident access to local programs**



## STRATEGY 2.2



Program



Short term



Low Cost

## OUTCOME:

**Reduce number  
of youth entering  
the criminal justice  
system**

### Connect East Ironbound youth to youth justice programming

In 2015, 394 Newark youth were arrested. Although there has been a steady decrease, with a 50% drop between 2011 and 2017, youth incarceration is still a problem for residents in East Ironbound. A restorative justice program can help to divert Newark youth from the criminal justice system, where they are overrepresented. Sixty percent of youth in the Essex County Juvenile Detention Center are from Newark, while the city only accounts for 37% of the county's youth population. Recidivism for New Jersey youth is extremely high – more than 80% of youth released from correctional facilities become involved with the criminal justice system again within three years. Together, these statistics highlight the need for an expansion of Newark's restorative justice program into East Ironbound.

ICC will work to get neighborhood youth who are involved in Newark's Youth Court to use positive peer pressure to reduce recidivism. It will encourage young people to support their peers as youth advocates. This program brings youth together to decide fair and appropriate responses to low-level crimes committed by other young people. Since most crimes committed by youth in New Jersey are nonviolent, this program, when expanded, can normalize restorative justice techniques for East Ironbound youth and, ultimately, divert East Ironbound youth from juvenile detention.



## STRATEGY 2.3



Policy



Short term



Moderate cost

## OUTCOME:

**Ensure a more  
accountable  
municipal  
government**

### **Increase community oversight of city policies, practices and enforcement through funding and capacity building for community boards**

The City of Newark has several commissions, boards and committees. Many of them are made up of appointed residents and other stakeholders. Resident-led bodies need capacity and budgets that enable them to meet their mandates. In 2016, the City of Newark established a permanent Civilian Complaint Review Board (CCRB) comprised of 11 members, the majority of whom are appointed by community-based and civil rights organizations in Newark. One of the most robust CCRBs in the country, it is empowered to audit police policies and practices, use subpoena to investigate complaints of police misconduct and oversee disciplinary measures when an officer is found guilty of wrongdoing. In addition, the panel can enhance transparency in the police department by making information about complaints it receives public. However, since its formation, the CCRB has not been granted the necessary budget to fully investigate all civilian complaints.

ICC should amplify resident-led efforts to educate decision makers on City funding for the CCRB and how the City utilizes the Board to oversee the police force. It can also highlight the opportunity the City has to provide training opportunities to all community oversight and advisory bodies, which would prepare appointed members to ensure oversight, transparency and accountability.









Down Bottom Farms Fall Festival




## CONCLUSION

Strengthening community connections and enhancing relationships among neighbors and across neighborhood institutions will require a mix of community building programming and built environment interventions. ICC and other community institutions need to build on their programs, services, and resources to ensure a cohesive and resilient neighborhood. Together, these strategies will beautify the neighborhood, enable stewardship and build relationships across language, age, race and nationality.

# COMMUNITY CONNECTIONS + SERVICES STRATEGIES

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			short med long	low mod high
<b>1.1</b> Expand Down Bottom Farm's East Ironbound celebratory gateway with a redeveloped Ballantine site <b>Next Step:</b> Develop cohesive design strategy to coordinate Down Bottom Farms and future Ballantine gateway		ICC	● ● ●	● ● ●
<b>1.2</b> Create a neighborhood-wide wayfinding system <b>Next Step:</b> Market and distribute asset and resource map and meet with Traffic & Signals to develop implementation strategy		ICC	● ● ● ● ●	● ● ●
<b>1.3</b> Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride <b>Next Step:</b> Coordinate a weekly bicycle ride + clean-up with Down Bottom Bike Crew leads		ICC	●	● ●
<b>2.1</b> Partner with local libraries, schools and community centers to ensure that programming and information caters to immigrant and non-English speaking populations <b>Next Step:</b> Create an inventory of existing programs + services in the neighborhood		ICC	●	● ●
<b>2.2</b> Connect East Ironbound youth to youth justice programming <b>Next Step:</b> Organize an Ironbound youth group visit to Newark Youth Court		ICC	● ●	● ●
<b>2.3</b> Increase community oversight of city policies, practices and enforcement through funding and capacity building for community boards <b>Next Step:</b> Create an inventory of existing and necessary boards, and schedule meetings with all existing oversight boards to identify their needs		ICC	● ●	● ●

## TYPE\*

-  Project
-  Program
-  Policy

## \*TIMEFRAME:

- Immediate: < 1 year
- Short: 1-3 years
- Medium: 3-6 years
- Long: 6-10+ years
- Very Long: 10+ years

## \*COST:

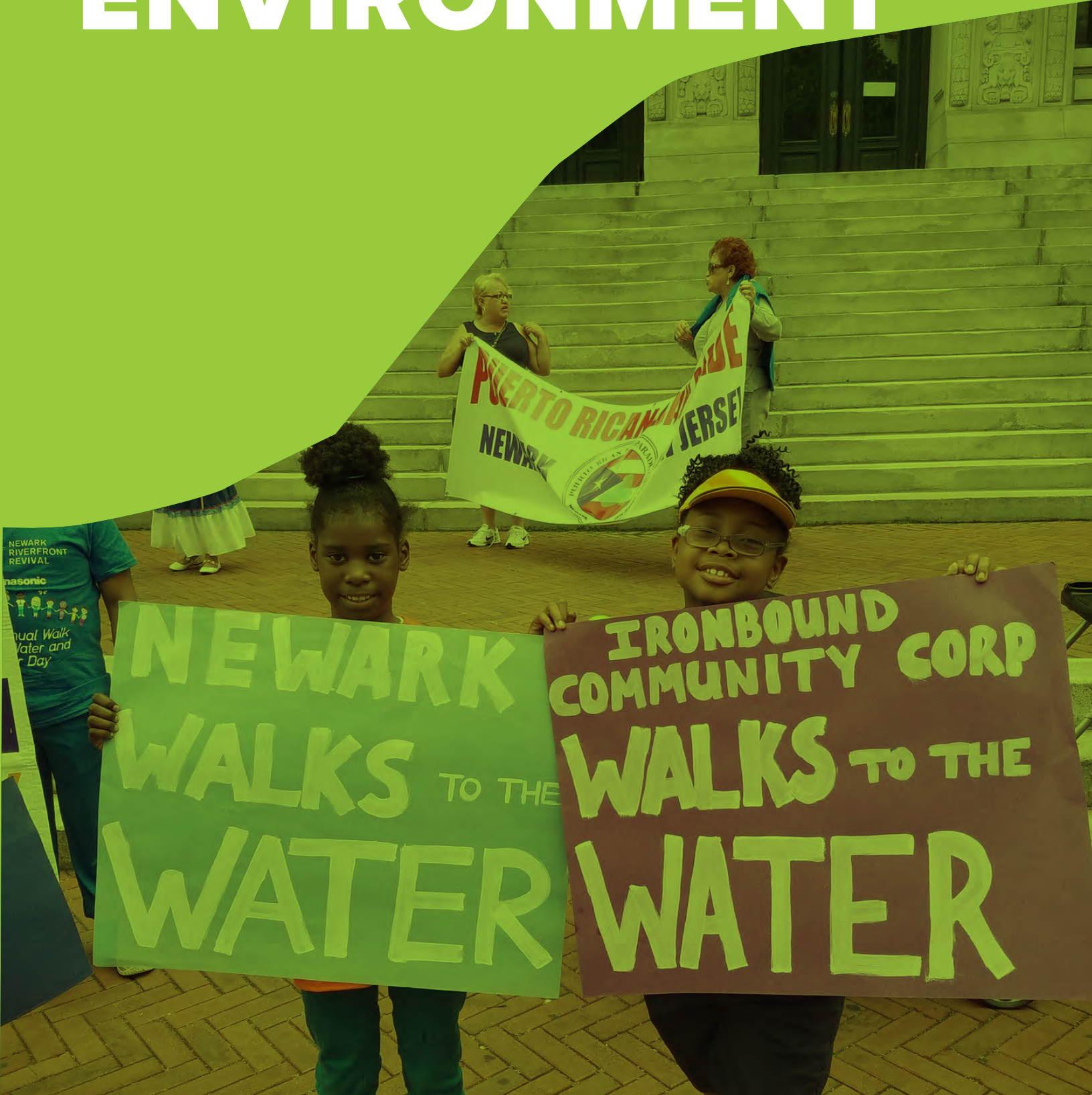
- Very Low: <\$10k
- Low: \$10k - \$100k
- Medium: \$100k - \$500k
- High: \$250k - \$500k
- Very High: \$1M+

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EAST IRONBOUND NEIGHBORHOOD PLAN

# HEALTHY ENVIRONMENT





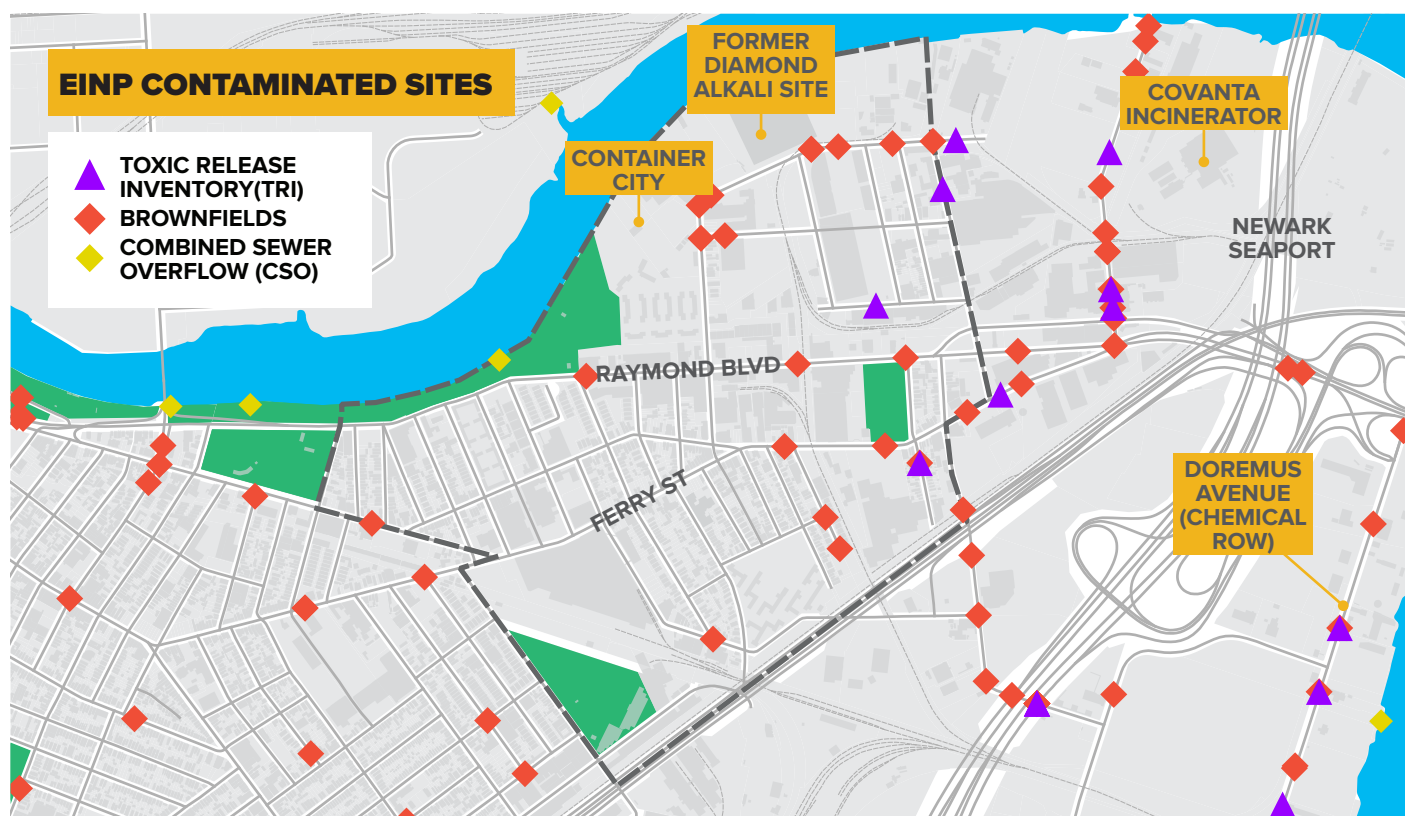
# HEALTHY ENVIRONMENT

## INTRODUCTION

The City of Newark ranks among the state's worst in air quality. One in every four children in Newark has asthma. An array of air pollution sources negatively impact health and quality of life. Environmental justice is a significant issue in the city: there is a correlation between hazardous siting and adjacent residents' race/ethnicity and income. Zooming in, the residents of East Ironbound are surrounded by

heavy industrial uses, an abundance of brownfields, an incinerator, a natural gas power-plant and a dense transportation system that encompasses an international airport, the busiest seaport in the East Coast and a crisscross of major highways.

Environmental justice communities are often disproportionately impacted by natural disasters and extreme weather. East Ironbound was the most severely impacted residential neighborhood in Newark during and after Superstorm Sandy in 2012.





Terrell Homes, a public housing development that neighbors the Passaic River, did not have electricity for two weeks after the storm.

About 70% of Newark's surface is impervious. In East Ironbound, the growth of warehouses, characterized by slabs of impervious concrete, asphalt parking lots and box-shaped buildings, exacerbate the neighborhood's risk to flooding. Newark's severely outdated combined sewer system, which transports both sewage and storm water runoff to the Passaic Valley Sewerage Commission Treatment Plant, often becomes overwhelmed. This causes the discharge of untreated water from Combined Sewage Overflow locations into the Passaic River. Several residents expressed their concern with constant flooding all over East Ironbound during seasonal rainstorms. The residential neighborhood on the northeast edge of the neighborhood, locally known as "the Island" was devastated during Sandy and is outlined as an environmental focus area where additional housing is discouraged in the Plan. The homes along Manufacturers Place are also identified this way due to the toxic vapors found in the groundwater below the homes.

In addition to air pollution and climate change concerns, East Ironbound residents also worry about the lack of access to high-quality, healthy and affordable food. With the closure of Acme in June 2017, the Met Supermarket on Ferry Street is the only grocery store in East Ironbound. Most residents showed frustration with the store's overpriced foods and limited fresh produce options. The plan calls for an expansion of open space, community gardens,

and recreational amenities for the neighborhood as well as implementation of green infrastructure at key sites and across the neighborhood to help reduce the risks of flooding during rain and superstorms.

## COMMUNITY SNAPSHOT

### COMMUNITY FEEDBACK:

"The Plan should increase green spaces, establish a cleaner neighborhood."

"Environmental justice should be a key part of the plan."

### SATISFACTION SURVEY STATS:

Almost **30%** of respondents view parks and open space as a major community\*

There was a **9%** increase in perceptions of cleanliness

\* Satisfaction Survey 2016 \*\*Change between 2012-2016

# HEALTHY ENVIRONMENT



**TARGETED ENVIRONMENTAL INTERVENTIONS**



**IRONBOUND RECREATION CENTER**

## GREEN SPACE



**EXISTING GREEN SPACE**



**IMPROVE EXISTING GREEN SPACE**



**CREATE NEW GREEN SPACE, POTENTIAL POCKET PARKS OR COMMUNITY GARDENS**

## GREEN STREETS



**CREATE NEW GREEN CORRIDORS**



**IMPROVE EXISTING BIKE PATH**



**CREATE NEW BIKE CONNECTIONS**

## STRATEGIES

**3.1**

**DEVELOP A NEIGHBORHOOD SUPERMARKET**

**3.2**

**UTILIZE VACANT LAND FOR OPEN SPACE AND COMMUNITY GARDENS**

**3.4**

**DEVELOP THE TIDEWATER AND CONRAIL SITES INTO OPEN SPACE**

**3.5**

**ESTABLISH AN IRONBOUND-EAST IRONBOUND RECREATIONAL HUB**

**4.1**

**IMPLEMENT GREEN STREETS INFRASTRUCTURE**

**4.2**

**IMPROVE PHYSICAL BUILDING AND PLAYGROUND OF HAWKINS STREET SCHOOL TO MAKE IT A SUSTAINABLE COMMUNITY ASSET**



## Storm Surge

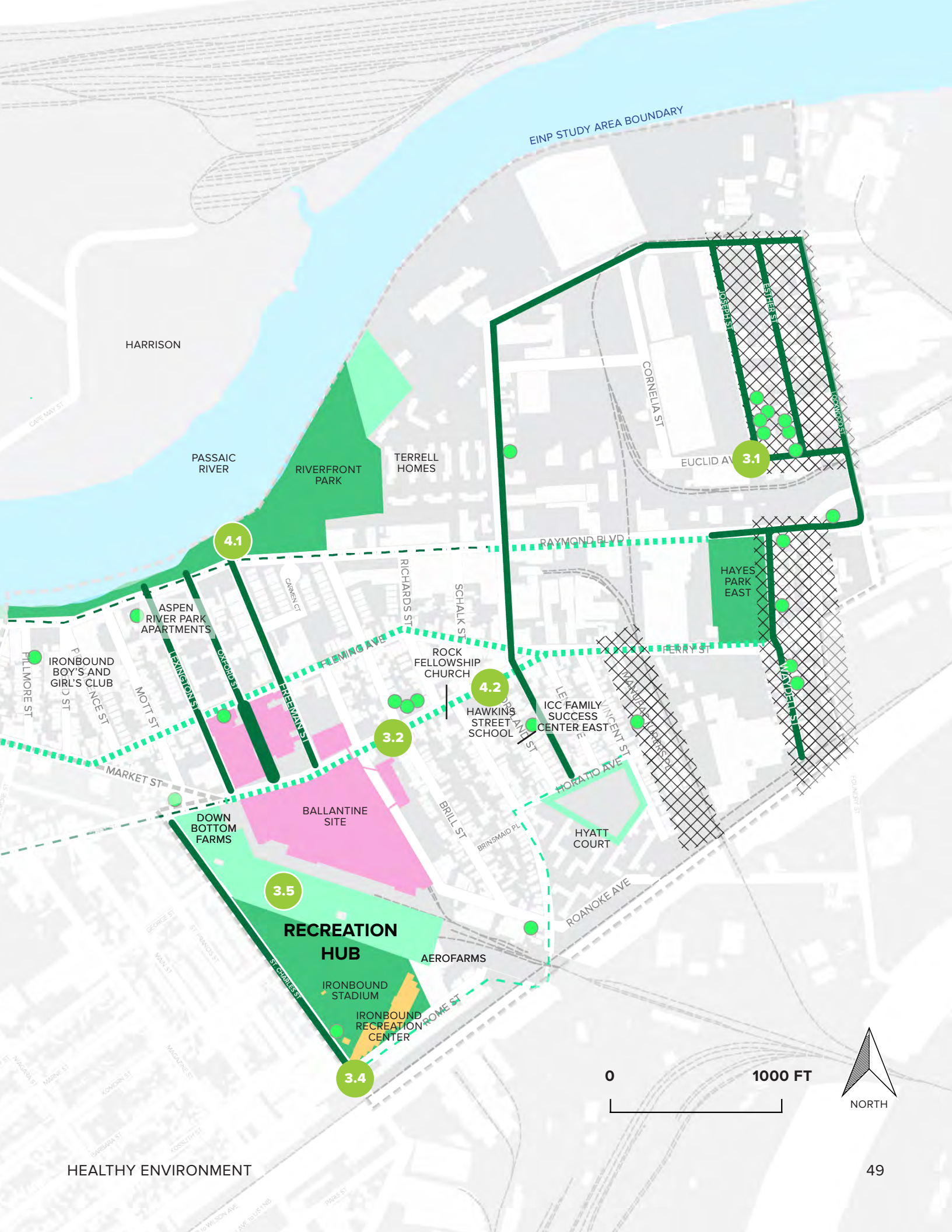


**Storm surge in the East Ironbound area during Hurricane Sandy in 2012.**

## Ironbound Stadium



**Ironbound stadium and field will be a vital part of the recreation hub once restored.**



EINP STUDY AREA BOUNDARY

HARRISON

PASSAIC RIVER

RIVERFRONT PARK

TERRELL HOMES

4.1

ASPEN RIVER PARK APARTMENTS

IRONBOUND BOY'S AND GIRL'S CLUB

MARKET ST

DOWN BOTTOM FARMS

BALLANTINE SITE

3.5

RECREATION HUB

IRONBOUND STADIUM

IRONBOUND RECREATION CENTER

3.4

ROCK FELLOWSHIP CHURCH

4.2

HAWKINS STREET SCHOOL

ICC FAMILY SUCCESS CENTER EAST

HAYES PARK EAST

3.1

HYATT COURT

0

1000 FT



NORTH

# GREEN CORRIDORS

**Green infrastructure, public art, traffic calming and renovated storefronts along key corridors will improve safety, increase foot traffic to local businesses and enhance connections to the Riverfront parks.**

## STRATEGIES

- 1.2 Create a neighborhood wide wayfinding system
- 4.1 Implement green streets infrastructure
- 7.2 Activate business facades along major corridors



CURRENT SITE: Oxford Street at Fleming Avenue looking North to the waterfront

- Community Connections + Services
- Economic Empowerment
- Healthy Environment
- Safe + Walkable Neighborhood



A renovation and activation of longtime empty storefronts can encourage local economic activity and encourage pedestrian traffic.



Bicycle lanes and improved crosswalks will ease connection between green spaces and commercial corridors.






### GOAL 3: IMPROVE ACCESS TO HEALTHY FOOD AND RECREATIONAL CHOICES

Access to fresh and affordable healthy food is a major determinant of a neighborhood's health and wellness. Easy access to recreation opportunities encourages healthier lifestyle choices. East Ironbound's limited healthy and affordable food options and underutilized open spaces must be addressed to ensure overall health and wellness.

#### STRATEGY 3.1

#### Develop a neighborhood supermarket

-  Project
-  Long term
-  Very high cost

With the closing of ACME (and two years before that, Pathmark), East Ironbound residents are left with little to no access to fresh, high-quality and affordable food in walking distance. While ICC's seasonal food services, programs, and spaces make a tremendous positive impact for the families and individuals with the biggest food need, a truly healthy neighborhood needs a full-service grocery store.

#### OUTCOME:




#### Fill neighborhood food access gap

Research demonstrates that access to healthy food is associated with lower risk for obesity and other diet-related diseases. In cities across California and New York, residents living within walking distance to grocery stores with fresh food have lower levels of obesity in comparison to residents who are only walking distance to convenience store and bodega (deli) establishments. A study in Indianapolis used statistical modeling techniques and estimated that adding a new grocery store in a low-income neighborhood would lead to a three pound weight decrease among residents, compared to only one pound lost with the elimination of fast food establishments. In essence, adding a neighborhood supermarket in East Ironbound will have greater positive impacts on health and wellness of residents than eliminating existing less-healthy food establishments in the area.

The potential mixed-use redevelopment of the Ballantine superblock introduces a timely opportunity to establish a supermarket in East Ironbound. ICC can work with the City of Newark Economic and Housing Development Department and future developer of the old Ballantine site to attract affordable grocery store options to the neighborhood. ICC can also coordinate with the property owner at the previous ACME location to attract a new grocery store.



## STRATEGY 3.2

-  Project
-  Medium term
-  Moderate

### OUTCOMES:

**Increase number of food-growing gardens and open space**

### Utilize vacant public land for open space and community gardens where residents can grow produce

ICC's vibrant urban farm – Down Bottom Farms – and community gardens have already helped fill an important food gap in East Ironbound. Down Bottom Farms was an empty lot that has now blossomed into a community gathering and food growing space at the gateway of East Ironbound. The transformation of empty lots into community gardens and open spaces is a nation-wide approach nonprofits and cities are using to help activate community spaces, address issues of fresh food access and facilitate community ownership of neighborhood assets. The Philadelphia Horticultural Society has a decades-long vacant lot transformation program. Researchers at the University of Pennsylvania studied the program's impact and found that transformed lots had major impacts on property values.




Using collected parcel data, ICC, in partnership with other local partners and the City of Newark will identify key city-owned vacant lots to repurpose as community gardens and/or open space. These lots can be cultivated and maintained by resident leaders, youth and volunteers with the support and guidance of ICC. As an established space, Down Bottom Farms can become a hub for community-led local gardens and green spaces. Resident leaders can share fresh food, get training on growing a communal garden, troubleshoot issues and share strategies with other local gardeners.

## CASE STUDY: STEPUP COMMUNITY GREEN SPACE BALTIMORE, MD

In Baltimore, Maryland, the Mayor's Office, in partnership with the department of Housing, the Baltimore Green Space Land Trust, and other for-profit and non-profit partners, established StepUP. This program provides 1-year leases to nonprofits to develop community green or open space in city-owned vacant lots. If a nonprofit successfully develops the vacant lot into a community green or open space, it is invited to renew its lease for up to 5 years. Once the lot has been in use as a community green space, it can become part of the Baltimore Green Space Land Trust in perpetuity. StepUP presents an effective system to reduce bureaucratic barriers that deter residents and organizations from activating vacant lots as well as to provide resources and support to grow community-controlled spaces in neighborhoods.



## STRATEGY 3.3

-  Program
-  Immediate term
-  Low cost

### OUTCOME:




**More residents have access to resource guide**

## Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute widely throughout the neighborhood

Days after Superstorm Sandy hit, ICC staff and volunteers became the first responders for the neighborhood. They passed out water, food, batteries, first aid kits and other resources to families and individuals across East Ironbound. Proximity to the city's industrial core and Passaic river, as well the spatial barriers between East Ironbound and the rest of Newark, left the neighborhood with flooding and power outages during the recovery period. With sea level rising and continuous flooding during rainstorms, the neighborhood needs to become resilient to withstand natural disasters and their aftermath.

In 2015, ICC developed a Disaster Preparedness Guide for the Ironbound neighborhood in English, Spanish and Portuguese. The guide provides information on how families and individuals can prepare for potential disasters and includes important contacts and resources. ICC will update the emergency resources guide to include a map illustrating evacuation routes, community shelters and other resources. They will work with other partners to ensure the map and updated resource guide is available in three languages and accessible both in print and online.

## STRATEGY 3.4

-  Project
-  Medium term
-  Very high cost

### OUTCOMES:

**Increase open space uses and access**

## Develop the Tidewater and Conrail sites into open space




Down Bottom Farms has activated a previously empty lot on the eastern edge of the Ballantine site on the corner of Ferry and St. Charles Streets. The formerly industrial Conrail and Tidewater sites sit between Down Bottom and an active soccer field and small playground. An abandoned and contaminated stadium is adjacent to these sites. The publicly owned Tidewater site is a gravel parcel that intersects with the farm, while the old privately-owned Conrail site is an elevated old rail line above the farm. Both are overgrown and have become illegal dumping grounds. Redevelopment and remediation of both these sites can provide recreation options for residents and contribute to a comprehensive and connected recreational hub in the neighborhood.

ICC has already conducted some planning around the sites as part of their Brownfields Redevelopment Report, which also informed the layout of Down Bottom Farms. ICC will continue to work with the city of Newark and private property owners to activate both sites into public green spaces.



## STRATEGY 3.5

### Establish an East Ironbound recreational hub

-  Project
-  Long term
-  High cost

## OUTCOME:

**Improve resident access to open space and recreation**

The western end of the old Ballantine site in combination with green streets implementation across the neighborhood presents an opportunity to create a contiguous recreational hub that includes Down Bottom Farms, soccer field, Conrail and Tidewater sites, the revamped stadium and ICC's recreation center. Currently these sites are disconnected and lack a coherent pedestrian network. Knitting these disparate spaces together with pedestrian connections, wayfinding and recreational amenities can create a recreational hub as well as connect it better to the surrounding neighborhood. This hub will increase recreational activities for residents, and draw visitors from surrounding neighborhoods, creating a vibrant recreational destination that benefits residents and neighbors alike.

New and improved bicycle lanes, and pedestrian safety interventions along the edge of this hub can also help to connect the hub to the rest of East Ironbound. ICC will collaborate with the City of Newark and other local partners to establish the western side of the Ballantine superblock as a recreational hub for the neighborhood.



Abandoned Ironbound stadium has been closed since the 1980s.



## GOAL 4: ENHANCE NEIGHBORHOOD SUSTAINABILITY

As sea level rises and extreme weather becomes more prevalent, it is imperative that East Ironbound becomes less vulnerable to climate change impacts. A combination of green infrastructure elements in key sites across the neighborhood will help make East Ironbound a more sustainable neighborhood.

### STRATEGY 4.1



Project



Medium term



Very high cost

### Implement green streets infrastructure throughout the neighborhood

Over half of East Ironbound is at risk of being underwater if a storm like Sandy were to hit Newark again, according to analysis by the FEMA Modeling Task Force. Outdated grey infrastructure and vast impervious surfaces in the neighborhood highlight the need for green infrastructure interventions to capture stormwater runoff and reduce the risk of flooding during regular and extreme weather storms.

ICC will collaborate with the City of Newark's Engineering and Health departments and other partners to ensure implementation of green infrastructure along flooding hotspots and corridors in East Ironbound. Newark Doing Infrastructure Green (Newark DIG) green infrastructure interventions along Ferry Street and Horacio Street should be completed in 2021 with a combination of funds from the Port Authority and other public sources. Building on these interventions, the following strategies can be implemented across key neighborhood locations and corridors:

**Rain gardens:** landscaped, shallow depressions that capture and infiltrate stormwater runoff. Rain gardens can take different sizes and be incorporated along sidewalk curbs. They help to capture water and filtrate it so that pollutants do not impact the groundwater.

**Bioswales:** large landscaped gardens that collect and transport water from impervious areas such as parking lots through vegetated channels that infiltrate into the ground. These are often larger than rain gardens; they channel filtered stormwater into landscaped gardens using native plants.

**Downspout Planters:** concrete or wooden boxes with plants placed at the base of a downspout to ensure the capture of rooftop runoff. Planters are often built with an overflow spout where excess water be discharged. These are easy

### OUTCOME:

**Reduce storm surge and beautify neighborhood**



and relatively low-cost additions to schools, community centers, and other neighborhood buildings.

**Permeable Pavements:** surfaces that are porous and allow stormwater to infiltrate to ground water directly instead of contributing to the city's drainage system. Pervious concrete and porous asphalt are commonly used for this intervention and, while similar to regular concrete, allow water to quickly pass through a layered infiltration system that ensures clean groundwater. These surfaces are ideal for playgrounds and sidewalks on regularly flooded streets.



Rain garden






Bioswale



Downspout planter

## STRATEGY 4.2

-  Project
-  Medium term
-  Extremely high cost

### OUTCOME:

**Reduce impervious surfaces and enhance public space**

### Improve the physical building and playground of Hawkins Street Elementary School to make it a sustainable community asset

Hawkins Street School is a longtime community asset in East Ironbound that provides Pre-K – 8th grade education to approximately 576 students. Residents shared their affection for the building at the first community meeting. While a cherished space, the school's building is in desperate need of infrastructure repairs to address deferred maintenance as well as mitigate air and noise pollution. Additionally, given its location and adjacent landscape, the playground is constant danger of flooding from rainstorms and superstorms, both of which have become more frequent due to climate change.

Private-public partnerships can help transform school playgrounds from a dull concrete lot to an engaging and resilient playground that also captures stormwater. In collaboration with private funders, city resources, and nonprofit partners, such as the Trust for Public Land, ICC will work together to transform the asphalt lot that currently serves as parking and an outdoor play area for students. This can be done by introducing landscape improvements for the entire lot and integrating new plantings, impervious surfaces and rainwater harvesting barrels.

## CASE STUDY: P.S. 75Q RIDGEWOOD, QUEENS

The transformation of Robert E. Peary School, PS 75Q in the Ridgewood neighborhood of Queens demonstrates the promise of private-public partnership to successfully capture stormwater and enhance public space. PS 75Q's new pervious play area and other green infrastructure design elements cost approximately \$1 million and will capture more than 375,000 gallons of stormwater. The majority of the transformed play area's surface is now made up of synthetic turf that is also pervious. The playground doubles as a community open space during weekends, holidays, and during other school breaks.

Lafayette Street School in the Ironbound neighborhood was recently restored from a parking lot into a vibrant playground by the Trust for Public Land and other supporters. Similar to Hawkins Street Elementary School, the playground was in use as a parking lot for teachers. Lafayette teachers now carpool and park on the street or in a nearby garage. The playground transformation cost \$1.5 million to build and almost \$1 million was raised from foundations, alumni and individuals. The remaining \$500,000 came from New Jersey Green Acres program.








## CONCLUSION

Since their founding, ICC has always been a leader and steward for the environment. Their Table-to-Table program and community gardens (including the recent opening of Down Bottom Farms) has expanded the neighborhood's access to open space and fresh food. Additional advocacy and collaborative efforts will bring a neighborhood supermarket, a recreational hub and expand the network of community gardens to ensure all residents have easy access to food and open space.



Hawkins Street School parking lot/playground being used in the evening during an EINP community workshop in June, 2017.

# HEALTHY ENVIRONMENT STRATEGIES

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			<div> <div>short med long</div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> </div> <div> <div>low mod high</div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> </div>	<div> <div>low mod high</div> <div> <div></div> <div></div> <div></div> <div></div> <div></div> </div> </div>
<b>3.1</b> Develop a neighborhood supermarket <b>Next Step:</b> Regroup with Acme site owners to strategize bringing a supermarket back to the site		ICC/ Acme site owners	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>
<b>3.2</b> Utilize vacant public land for open space and community gardens <b>Next Step:</b> Prioritize 2-3 key city-owned lots to propose community gardens		ICC	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> </div>
<b>3.3</b> Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute widely throughout the neighborhood <b>Next Step:</b> Organize a CAB meeting to identify necessary updates to the guide		ICC	<div> <div></div> </div>	<div> <div></div> </div>
<b>3.4</b> Develop the Tidewater and Conrail sites into open space <b>Next Step:</b> Reconvene project partners to strategize next steps		ICC/ Trust for Public Land	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>
<b>3.5</b> Establish an East Ironbound recreational hub <b>Next Step:</b> Organize a community activity in the site to grow community support for a hub		ICC / Rec Center	<div> <div></div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> <div></div> </div>
<b>4.1</b> Implement green streets infrastructure throughout the neighborhood <b>Next Step:</b> Invite Newark DIG and Dept. of Engineering to CAB meeting to provide update on funded green infrastructure implementation along Ferry and Horatio Streets		Dept of Engineering	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>
<b>4.2</b> Improve physical building and playground of Hawkins Elementary School to make it a sustainable community asset <b>Next Step:</b> Invite Trust for Public Land to meet with Hawkins St. School parents, teachers, and administration to strategize on funding and city leadership; research green infrastructure funding options		ICC/ Trust for Public Land	<div> <div></div> <div></div> <div></div> </div>	<div> <div></div> <div></div> <div></div> <div></div> <div></div> </div>

## TYPE\*



Project



Program



Policy

## \*TIMEFRAME:

Immediate: < 1 year  
 Short: 1-3 years  
 Medium: 3-6 years  
 Long: 6-10+ years  
 Very Long: 10+ years

## \*COST:

Very Low <\$10k  
 Low: \$10k - \$100k  
 Medium: \$100k - \$500k  
 High: \$250k - \$500k  
 Very High: \$1M+

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# EAST IRONBOUND NEIGHBORHOOD PLAN



# ECONOMIC EMPOWERMENT

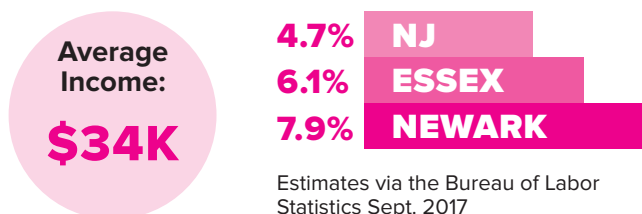


# ECONOMIC EMPOWERMENT

## INTRODUCTION

While manufacturing industries shaped Newark's past, the city's present-day economy is largely defined by its status as a port city and international trade hub. Activity in the regional Port of New York and New Jersey, which includes Newark, makes up over 10% of total North American container trade. In 2016, cargo valuing over \$180 billion flowed through the ports. While it is the third busiest port in the nation, it only employs 5.5 workers/acre, in comparison to similar ports that employ 20 workers/acre. Mayor Ras Baraka has criticized Port Authority, noting that Newark residents are severely underrepresented in port jobs comprising less than 7% of the 3,300 employees at Newark's seaport in 2015. In East Ironbound, the old Ballantine brewery was once the City's largest industrial employer providing 4,500 jobs, but has since become the City's most underutilized industrial space.

## INCOME & UNEMPLOYMENT



**Almost 1 in 3 families (27%) are in poverty**

2012-2016 U.S. Census American Community Survey

Regional growth and a renewed interest in investing in Newark is creating tremendous opportunity for the city. At the time of writing, Newark is on the short list for Amazon's HQ2; if it is chosen, the employer could potentially create 50,000 jobs and fundamentally alter the City's future. Residents hold a cautious belief that Newark is seeing its "renaissance," but with ongoing concerns about who, specifically, will benefit. The City has implemented requirements and programs aimed to increase local hiring, including:

- **An ordinance in 2000 requiring that city-service providers ensure 40% of jobs go to residents.**
- **Newark 2020 Program, designed to ensure that 2,020 residents are hired by local businesses by 2020.**

The past has shown, however, that placing hopes on major industries and employers gives large-scale employers too much power and takes economic control away from communities and smaller businesses. Additionally, there is very little enforcement to ensure that city-service providers really employ Newark residents. Often, Newark residents are missing the necessary skills and training needed for new employment opportunities. In East Ironbound, over 30% of adults age 25 and over do not have a high school diploma. The poverty rate is 27% and over 50% of households earn less than \$35,000, compared to 35% for Essex County and 25% for the state. To ensure that Newark's growth and development positively impacts low-



and moderate-income families and those at risk of displacement, the Plan calls for programs, services and physical interventions that lift local businesses, connect residents with job opportunities and drive the local economy from within.

Newark already has several programs that benefit small businesses and encourage local hiring. The Newark Community Economic Development Center (CEDC) offers training and support through its standard loan program, which provides up to \$20,000 for business expansion. The City also has a program to reduce payroll taxes for companies that choose to hire Newark residents for a majority of their workforce. Assets like the Accelerator incubator, offering incentives for technology entrepreneurs to locate in Newark, help to drive innovation locally. The Center for Urban Entrepreneurship & Economic Development at Rutgers is another resource; its mission is to “build a world-class research-driven, teaching and practitioner-oriented urban entrepreneurship and economic development program that will transform the economy of the City of Newark...create wealth in urban communities; and be a model for all urban universities.”

The EINP contains strategies that guide redevelopment of the old Ballantine Brewery site to become a neighborhood anchor, improve job training and placement services for all residents and help local businesses and entrepreneurs thrive. It will also guide ICC and its partners in connecting residents and businesses to the many valuable

## COMMUNITY SNAPSHOT

### COMMUNITY FEEDBACK:

“East Ironbound should be better connected to the rest of the neighborhood and Downtown.”

“Residents need good jobs and vocational education.”

### SATISFACTION SURVEY STATS:

Only **18%** of residents are happy about their proximity to work\*

Over **50%** of respondents are not satisfied with access to employment centers\*

**19%** more families who answered the survey are earning less than \$10,000

\* Satisfaction Survey 2016

resources that are already available. Driving local economic empowerment can make East Ironbound a source of opportunity and success.

# ECONOMIC EMPOWERMENT

## PROPOSED

- **ECONOMIC HUB**
- ▲ **NEW BUILDING OPPORTUNITIES BUILT FOR PROGRAMMING, INCUBATOR, STOREFRONTS**

## EXISTING

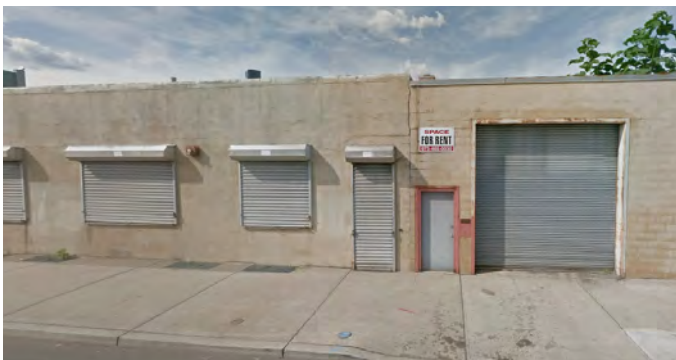
- **COMMUNITY ORGANIZATIONS THAT COULD PROVIDE COMMERCIAL KITCHENS FOR RENT**
- **COMMERCIAL CORRIDOR**
- **SHORT TERM POP-UP STORES TO ACTIVATE COMMERCIAL SPACE**
- **COMMUNITY ORGANIZATIONS THAT CAN PROVIDE TRAINING SPACE**
- **MURALS**

## STRATEGIES

- 5.1 **INCORPORATE COMMUNITY HUB GOALS INTO REDEVELOPMENT PLANS**
- 5.2 **UTILIZE THE BALLANTINE TO SUPPORT SMALL BUSINESSES AND ENTREPRENEURS**
- 7.2 **ACTIVATE STOREFRONTS AND COMMERCIAL CORRIDORS**
- 7.4 **WORK WITH LOCAL ARTISTS TO ACTIVATE SPACE**



## Empty storefront on Raymond Blvd

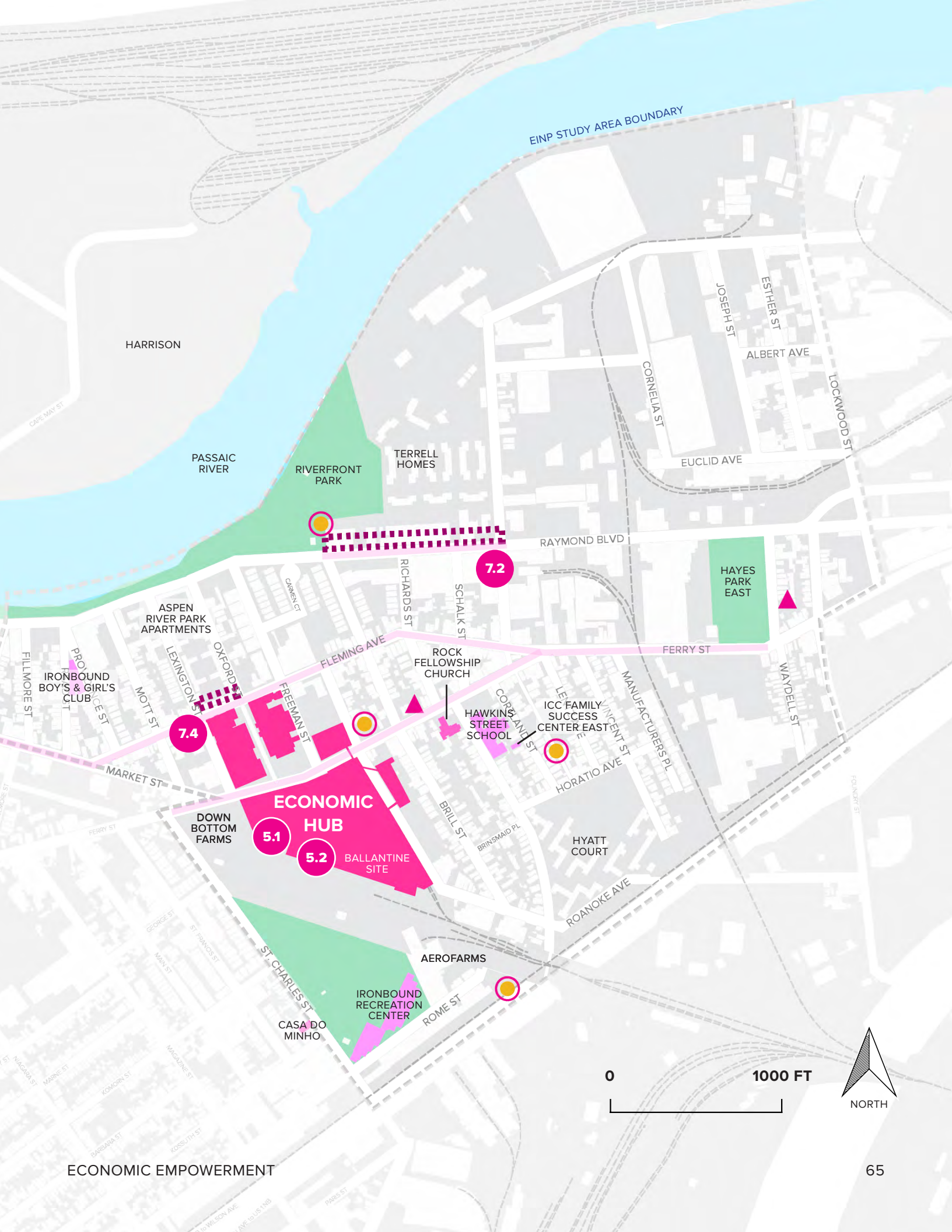


Vacant storefronts on busy corridors can be activated with pop-up stores or markets run by local entrepreneurs

## Cortlandt Street Farmers Market



The Cortlandt Street Farmers Market operates in front of ICC's Family Success Center East. This existing market could be added on to other pop up events to draw people to the area.



EINP STUDY AREA BOUNDARY

HARRISON

PASSAIC RIVER

RIVERFRONT PARK

TERRELL HOMES

RAYMOND BLVD

JOSEPH ST

ESTHER ST

ALBERT AVE

CORNELIA ST

EUCLID AVE

LOCKWOOD ST

HAYES PARK EAST

ASPEN RIVER PARK APARTMENTS

IRONBOUND BOY'S & GIRL'S CLUB

PROVIDENCE ST

LEXINGTON ST

OXFORD ST

MOTT ST

MARKET ST

FERRY ST

GEORGE ST

ST FRANCIS ST

MACALPINE ST

KONOW ST

BARBARA ST

KOSSUTH ST

AVE TO WILSON AVE

AVE TO US 148

ECONOMIC HUB

DOWN BOTTOM FARMS

BALLANTINE SITE

CASA DO MINHO

IRONBOUND RECREATION CENTER

AEROFARMS

ROME ST

BRILL ST

BRINGMAID PL

ROANOKE AVE

HYATT COURT

MANUFACTURERS PL

WYDELL ST

WYDELL ST

WYDELL ST

WYDELL ST

WYDELL ST

WYDELL ST

WYDELL ST

# BALLANTINE REDEVELOPMENT: A COMPREHENSIVE STRATEGY

## HISTORY OF BALLANTINE

At its peak in the 1940s, the Ballantine Brewery was a 40-acre industrial site in the East Ironbound neighborhood that employed 4,500 people and produced 4 million barrels of beer each year. The brewery shut down in 1972 and was converted into an industrial park. Buildings that could not be converted were torn down and while the existing site has had success with light industry, the glory of the former Ballantine legacy has not yet recovered.

## ABOUT THE SITE

- **5 contiguous single and multi-story buildings**
- **1 million square feet of industrial space**
- **Largest underutilized industrial space in the city due to inefficiencies and environmental contamination**
- **Approximately 60% vacancy rate**
- **Proximity to major highways, international container port, international airports, and Penn Railroad station**
- **Located within a predominantly residential area**



Historic view of the Ballantine Brewery looking down Freeman Street.



Aerial view of the Ballantine site.

## COMMUNITY PRIORITIES

By updating its community benefits agreement with the existing owner, ICC can ensure that East Ironbound residents are the primary beneficiaries of any redevelopment at the Ballantine. Past plans and recent community workshops have highlighted important community goals for the site:

### RECOMMENDATIONS FROM PAST PLANS INCLUDE:

- Attract and retain environmentally friendly light industry
- Generate more green jobs for residents in food or brewery industries
- Create more street life and encourage pedestrian activity
- Increase development flexibility of the site to attract a range of businesses and uses

### 2018 ENVISIONING ACTIVITY FOR THE SITE FOUND THE FOLLOWING PRIORITIES:

- **Community Services:** affordable housing, youth programming and a computer lab
- **Economic Development:** green jobs training center, supermarket, and a business incubator
- **Affordable Housing:** income-restricted work-live spaces for local artists and entrepreneurs



**West Side Bazaar**, a food and wares market in the West Side of Buffalo, New York is a small business incubator that supports entrepreneurs to become successful business owners. Several food, food retail, and retail vendors sell quality authentic products from all around the world.



**Manny Cantor Center** in the Lower East Side of New York City, New York offers programs, services and exciting events for toddlers, teens, young adults, and older adults of all backgrounds. They work to offer the neighborhood opportunities to create experiences that make a difference in people's lives.



## GOAL 5: REDEVELOP THE BALLANTINE SUPERBLOCK TO SERVE AS AN ANCHOR FOR EAST IRONBOUND

As the largest underused industrial parcel in Newark, the Ballantine is ready to be transformed into a neighborhood anchor to support local jobs and economic development. Ensuring community input, job training and industries with higher wage jobs as essential parts of its redevelopment will help ensure its progressive economic impact on East Ironbound.

### STRATEGY 5.1



Project



Long term



Moderate cost

### Incorporate ICC's community hub goals for jobs, youth and services into any redevelopment plans

Community Benefit Agreements (CBAs) have been used around the country to ensure that redevelopment of large industrial spaces benefits residents during construction and in the long term. A CBA should be signed between the Ballantine's prospective buyer, the City and ICC, establishing parameters for redevelopment of the Ballantine site. This agreement should be included during contract negotiations with a new owner so that it transfers with ownership.

ICC will incorporate the community's vision into the agreement, basing it on input from community meetings and findings from past plans and assessments. Potential benefits include, but are not limited to:

- **Community hub**
- **Job training**
- **Small-scale food production that hires residents**
- **Microbrewery that hires residents**
- **Integration into the community**




See pages 38 and 71 for a summary of community goals for the Ballantine site.

### OUTCOME:

**Redevelopment yields direct community benefits**



## STRATEGY 5.2

-  Project
-  Long term
-  High cost

### OUTCOME:

**Develop food and beverage industry; Increase local job opportunities**

### Utilize the Ballantine site to support small businesses and entrepreneurial growth

In 2012, ICC commissioned a market study for the Ballantine site, considering several possible commercial uses for the space. It found that the food and beverage industry would be most likely to prosper and lead to community benefits. Craft breweries around the country have found homes in older industrial buildings and the industry has continued to grow. More importantly, jobs in this industry grew by 120% between 2008-2016. In 2016, New Jersey had 11,500 jobs in the industry with an average wage of \$54,000. Transforming the Ballantine into a food and beverage facility that supports businesses with higher wages will be a significant step toward a healthy local economy broader than the warehousing and logistics industries.

Since the Ballantine site would require substantial financing to modernize, carving up the space for small-businesses and entrepreneurs is recommended. This approach will also help incubate local businesses, cut down on vacancies and integrate the site into the fabric of East Ironbound. Creating a concentration of food and beverage production businesses that complement each other will help attract bundled financing and create a model for light, non-toxic uses that take advantage of Newark's industrial assets and transportation networks.



Opening of East Ward storefront incubator for Newark entrepreneurs



## GOAL 6: INCREASE WORKFORCE DEVELOPMENT OPPORTUNITIES

Getting access to jobs, increasing incomes and identifying career ladders is a priority for residents. East Ironbound has ample industrial assets that can accommodate industries with higher wages and growth. Expanding networks and workforce development programs that provide opportunities for residents to learn new skills and grow beyond entry-level work will help them thrive in place.

### STRATEGY 6.1



Project



Immediate term



Low cost

#### **Establish ICC as the East Ward hub for Newark 2020 to connect residents with local businesses and institutions for job placement and training opportunities**

Newark 2020 is the City's goal to place 2,020 residents in local jobs that pay a living wage by 2020. During the Plan's engagement activities, East Ironbound residents shared that they feel uninformed and left out of the City's process. Now that ICC has been designated the East Ward community hub, it will provide the following programming and services to connect residents with local jobs:

- Expand economic self-sufficiency counseling at Family Success Center
- Develop an East Ironbound outreach program that informs and supports local job seekers, using mobile vans to provide career services such as resume review, job application assistance and connections to workforce development resources
- Work with local businesses to assess employment and training needs.
- Connect residents with services provided by the Financial Opportunity Center

### OUTCOME:

**ICC is a successful Newark 2020 East Ward hub; Residents connect with local jobs**

### NEWARK 2020 COMMUNITY HUB CRITERIA:

- Comprehensive intake process
- Intermediate & long-term client engagement
- Internal quality control
- Marketing and branding
- Fundraising
- Outcome measurement

### CASE STUDY: ICC + AEROFARMS

In addition to working to attract AeroFarms to the neighborhood's superblock area, ICC established an informal community benefits agreement with the company. Through their hiring contract, half of the employees at AeroFarms are recruited and trained to be job ready by ICC. Using this model, ICC can develop CBAs with other local companies to help residents connect with local jobs.



Additionally, ICC will implement job training programs that target future industries and career ladders for industries that the City is trying to attract, especially in typically low-wage sectors such as warehousing and logistics. In select cases, ICC will adapt its model of contracting with agencies and training employees for direct job placement as it has done with AeroFarms.

## STRATEGY 6.2



Project



Immediate term



Low cost

## OUTCOME:

**Increase the number of youth engaged in job and skills training**

### Develop comprehensive services and programming to engage youth in the workforce

Over 30% of East Ironbound residents over the age of 25 do not have a high school diploma. Addressing school and career success for youth requires a multi-pronged approach that both improves schools and provides non-traditional avenues for success. ICC has strong relationships with local institutions including universities and industries. ICC will partner with local institutions to develop a pilot apprenticeship program to help high-school students learn about local occupations and careers that do not require a college degree. For younger cohorts, ICC will complete a needs assessment and expand job placement programs in partnership with My Brother's Keeper, a Newark initiative, that will expose youth to civic institutions and community development. As the program develops, youth groups can be taught to take on lead roles in planning projects, developing leadership skills.

## MY BROTHER'S KEEPER

My Brother's Keeper in Newark has goals for young men of color in three areas:

- **College and career readiness: a 10% reduction in the number who drop out of high school**
- **Post-secondary education or training: a 5% increase in the number who attain a post-secondary degree or professional certificate**
- **Violence reduction and providing a second chance: a 25% decrease in the number who are introduced to the criminal justice system**



## STRATEGY 6.3



Project



Short term



Moderate cost

## OUTCOME:

**Placement of re-entry population in jobs matches other local job placements**

### Develop targeted strategies to engage the re-entry population and place in local jobs

The City's Workforce Development Board assesses and provides job placement for Newark residents. Between August 2017 and October 2017, only 3% of the re-entry population found jobs, which demonstrates a need for targeted programming for this population. In addition to workforce development strategies, it is important to connect the re-entry population with mentors who help residents of all ages integrate back into their community.

ICC will expand its Newark 2020 hub services to include "peer mentorship" to connect the re-entry participants with formerly incarcerated individuals who have been successful in workforce development programs and job placements. This program will partially sustain itself, generating a mentor-mentee cycle with program participants. ICC will partner with the various entities of the criminal justice system (corrections, probation and parole) to directly engage the re-entry population and support individuals through job training and mentorship placement.



## GOAL 7: SUPPORT AND IMPROVE CONDITIONS FOR LOCAL BUSINESSES IN THE NEIGHBORHOOD

Growing local businesses and ensuring growth does not rely on a handful of large international companies is an effective way to ensure economic stability and reinvestment in the City. Focusing on improving the environment for small businesses and entrepreneurs in East Ironbound will help ensure that they contribute and thrive through the economic changes coming to Newark.

### STRATEGY 7.1



Program



Medium term



High cost

#### Expand programs and financial services to support the growth of local businesses and entrepreneurs

Several residents shared their existing and desired entrepreneurship ideas during the engagement process. ICC needs to work with the City to identify short- and long-term needs for East Ironbound businesses and to develop programming, services and products that address those needs. ICC will assess local business challenges through surveys and interviews and help develop flexible programming accessible to business owners. ICC will continue partnering with existing organizations including Rising Tide Capital to bring workshops and services to the neighborhood through ICC's Family Success Center East and East Ward Newark 2020 hub. These programs will offer direct support to individual businesses.

To assist immigrant entrepreneurs, ICC will build on its experience creating and supporting a worker cooperative, Green Magic. It will streamline programs and services that encourage entrepreneurship, identify immigrant leaders and provide opportunities for networking and job creation. ICC will expand their worker cooperative development efforts through food businesses or the installation and maintenance of green infrastructure.

Through surveys and assessments of local businesses and entrepreneurs, ICC will identify business financing needs in East Ironbound. It will coordinate with City agencies including the Newark CEDC to identify financial products that meet local business needs, implement business financial literacy courses and connect businesses to available funding sources such as low-interest loans and matching programs.

### OUTCOME: Expansion and strengthening of local business



## STRATEGY 7.2



Project



Short term



Moderate Cost

### OUTCOME:

**Beautify commercial corridors to increase foot traffic and sales for businesses**

### Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience




Commercial corridors in East Ironbound, such as Ferry and Market Streets, have not had the same success as elsewhere in the Ironbound. Stronger commercial corridors will help businesses thrive by bridging the physical divide between East Ironbound and the rest of the neighborhood and encouraging more pedestrian traffic into the area. ICC will work with community partners and the City initially on improvement projects that provide quick wins such as providing more sanitation pickups, garbage cans, community clean-up days and art projects to make streets clean and welcoming. In the long-term, the combination of wayfinding and beautification to connect Riverfront Park recreation with commercial activity on Ferry and Fleming Streets will create a loop of activity that improves local access to other neighborhoods and draws people into East Ironbound. “Shop local” rewards cards and pop-up markets in the neighborhood can encourage shoppers to purchase from local businesses and will help activate longtime vacant storefronts.

## CASE STUDY: GREEN MAGIC WORKER COOP NEWARK, NJ

Green Magic Cleaning Cooperative is a worker-owned cooperative, incubated by ICC, that provides environmentally friendly cleaning services in Newark, NJ. The business is 100% worker-owned and employees are guaranteed a living wage. The coop started with 18 members who each put in \$100 for startup capital and raised additional funding to reach a \$5,000 goal. With low startup costs, the group created its cleaning business and then went on to research and develop its own environmentally friendly product. The coop members assign payment based on work site and contribution to a task, instead of an hourly rate. This helps maintain equity and prevents competition amongst workers. While other cleaning companies often exploit their employees, Green Magic workers all participate in decision making. The cooperative aims to bring in new worker-owners and grow to take on larger clients.



## STRATEGY 7.3

-  Project
-  Immediate term
-  Low cost

### OUTCOME: Create visual identity to beautify the neighborhood

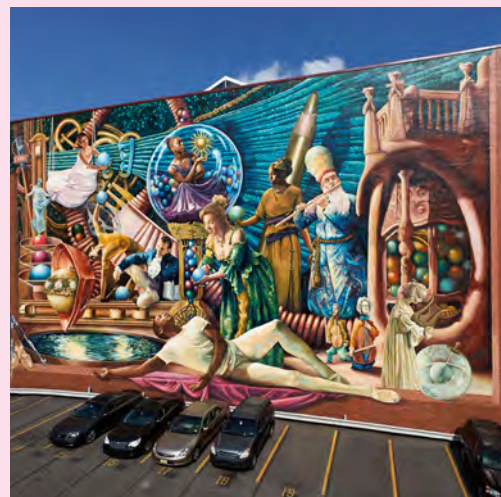
### Work with local artists to activate neighborhood corridors and key locations to establish an East Ironbound visual identity

During the engagement process, representatives of the Down Neck Arts Collective pointed to a need for more public art to help beautify the neighborhood. Local artists participating with City Without Walls (cWOW) and the Down Neck Arts Collective have already brought life to barren walls around East Ironbound and created neighborhood assets like the Allery, an alley turned outdoor gallery, and murals at Riverfront Park and Terrell Homes.

ICC will engage local artists, property owners and resident leaders to develop a vision for East Ironbound and set an implementation plan to install art projects in key locations throughout the neighborhood. After a pilot phase in key locations, the artist collaboration will engage more East Ironbound businesses and property owners along Ferry Street to develop a corridor concept and installation strategy. ICC workforce development programming will provide training for residents and temporary job placement to help with art installation. This strategy will beautify the neighborhood, provide skills-building opportunities for residents and provide temporary local jobs.

## CASE STUDY: PHILLY MURAL ARTS PHILADELPHIA, PA

The Philadelphia Mural Arts Program initiated the Philly Painting project in 2010 to transform three city blocks. The aim of the mural project was to beautify and activate 51 storefronts on a blighted avenue in North Philadelphia. By providing a cohesive visual identity to an underutilized corridor, creating temporary jobs for residents and creating a community asset that brought people to the neighborhood, the project gave residents a source of pride. It helped to improve the Avenue's image, connect merchants to each other and develop better relationships with the City. The Philly Painting project helped establish a Business Association for the corridor. It created jobs for local residents and provided training and certification of transferrable skills such as erecting scaffolding, operating lift machines, wall repair, preparation and painting. The project also led to further investments in the corridor including local business expansion and incentives for locating new development nearby.



Mural *Philadelphia Muses* by Meg Saligman.  
Photo by Steve Weinik.














Graduates of the Job Training Initiative for the Passaic River Clean Up

## CONCLUSION

The strategies for economic empowerment are a guide to ensuring more local self-sufficiency, improved commercial spaces and increased resources for residents. The wave of investment flowing into Newark may offer tremendous opportunities for residents, and ICC should build on its history of success by expanding its programming and working with partners to bring career-focused services to the neighborhood. Improving outcomes for youth, the re-entry population, immigrant entrepreneurs and low-income residents will ensure that East Ironbound is a place of thriving local economic empowerment.

# ECONOMIC EMPOWERMENT STRATEGIES

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			short med long	low mod high
<b>5.1</b> Incorporate ICC's community hub goals for jobs, youth and services into any redevelopment plans <b>Next Step:</b> Track developer interest, refine community plan structure, identify partners and ensure the City is committed to the vision		ICC	●●●●●	●●●
<b>5.2</b> Utilize the Ballantine site to support small businesses and entrepreneurial growth <b>Next Step:</b> Schedule a community meeting with local entrepreneurs and determine their needs		ICC	●●●●	●●●●
<b>6.1</b> Establish ICC's role as the East Ward hub for Newark 2020 to connect residents with local businesses and institutions for job placement and training opportunities <b>Next Step:</b> Establish a targeted outreach strategy to ensure residents know ICC is a 2020 Hub		ICC	●	●●
<b>6.2</b> Develop comprehensive services and programming to engage youth in the workforce <b>Next Step:</b> Organize a strategy session with Rutgers, NJIT, and Essex College to review existing career pathways and programs		ICC/ Learn- ing Collab.	●	●●
<b>6.3</b> Develop targeted strategies to engage the re-entry population and place at local jobs <b>Next Step:</b> Organize a meeting with Newark One Stop Job Center to target East Ironbound re-entry population for job training		ICC/ Newark One Stop	●●	●●●
<b>7.1</b> Expand programs and financial services to support the growth of local businesses and entrepreneurs <b>Next Step:</b> Collect surveys and organize meetings and interviews with local business owners to understand their needs and priorities		ICC	●●●	●●●●
<b>7.2</b> Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience <b>Next Step:</b> Work with Aspen Riverfront building owner and NCEDC to develop a storefront activation strategy		ICC/ NCEDC	●●	●●●
<b>7.3</b> Work with local artists to activate neighborhood corridors and key locations to establish an East Ironbound visual identity <b>Next Step:</b> Complete 3 murals (FSC East, Triangle at Ferry, Fleming, and Chapel and Terrell Homes)		ICC/ DNAC	●	●●

ECONOMIC EMPOWERMENT	TYPE*	*TIMEFRAME:	*COST:	77
	 Project  Program  Policy	Immediate: < 1 year Short: 1-3 years Medium: 3-6 years Long: 6-10+ years Very Long: 10+ years	Very Low: <\$10k Low: \$10k - \$100k Medium: \$100k - \$500k High: \$250k - \$500k Very High: \$1M+	

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# EAST IRONBOUND NEIGHBORHOOD PLAN

A photograph of a community event, likely a neighborhood meeting or fair, with people gathered under a white tent. In the foreground, a woman in a brown jacket and a light-colored hijab smiles, holding a large sheet of paper. Next to her, another woman in a black hijab and a white t-shirt with 'YOU ARE NA' and 'AR' visible holds a green apple. Two young boys are in front of them; one in a blue polo shirt holds a banana, and the other in a yellow jacket looks towards the camera. In the background, other people are seated at tables, and a man in a striped shirt is looking at a clipboard. The entire image is overlaid with a blue gradient that is darker at the top and bottom.

**SAFE +  
WALKABLE  
NEIGHBORHOOD**



# SAFE + WALKABLE NEIGHBORHOOD

## INTRODUCTION

East Ironbound has historically been cut off from the rest of Newark. In a neighborhood dominated by heavy manufacturing, residents have had to cope with major highways and streets built to circulate high-speed vehicles and truck traffic. Solutions to pedestrian concerns have been proposed before, but large-scale improvements have gone unfunded. Additionally, a high rate of vacant buildings and lots and long corridors of lifeless sidewalks spark public safety concerns and exacerbate residents' feelings of isolation. Many want to see improved police presence and better police-community relations.

Previous plans, including the 2014 Safe Routes to School plan for Hawkins Street Elementary School, have offered solutions to improve safety and walkability for residents of all ages. While the recently opened Riverfront Park offers a tremendous new asset for the community, Raymond

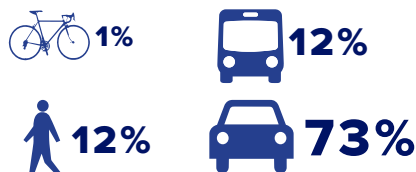
Boulevard, a major thoroughfare for truck and commuter traffic that runs along the park, affects pedestrian safety and accessibility to this open space asset. Fleming Avenue and Ferry Street, too, are problematic for pedestrian flow and require intersection changes to calm traffic and improve pedestrian walkways.

A circulation plan to enable a pedestrian-friendly environment and improve health outcomes for residents needs to be paired with safety features and better police-community relations to ensure long-term improvements. Community members frequently cited concerns about personal safety as the worst part of the neighborhood through Resident Satisfaction Surveys. During the engagement process, residents expressed frustration about their interactions with the police. Any push to get residents exploring their own neighborhood requires that perceptions of personal safety are addressed so residents feel comfortable walking around and interacting with their neighbors.

# 40%

 of residents  
do not own  
a car

Residents travel to  
work via:





The Plan provides a framework to connect East Ironbound and the Ironbound so that residents have better access to recreation, community and commercial assets and other resources in the larger neighborhood. It also improves pedestrian connections between large residential complexes and local resources through improved streetscapes and addresses traffic concerns. Combining street infrastructure with better policing strategies will help neighborhood residents feel comfortable exploring everything East Ironbound has to offer.

## COMMUNITY SNAPSHOT

### COMMUNITY FEEDBACK:

“We need to stop neighborhood violence.”

“We need to install traffic calming measures.”

“Racial tension between police and the community needs to be addressed.”

### SATISFACTION SURVEY STATS:

Of respondents who wouldn't buy a home, **over 50%** attributed that to crime and safety issues

Over **1/3** of respondents reported that they do not feel safe in the neighborhood

**68%** of survey respondents felt that crime or safety issues were the worst part of the neighborhood

# SAFE + WALKABLE NEIGHBORHOOD

-  **COMMUNITY SPACES WITH YOUTH PROGRAMMING**
-  **GREEN STREETS AND PEDESTRIAN AND BIKE CONNECTIONS**
-  **IMPROVE INTERSECTION SAFETY**
-  **IMPROVE INTERSECTIONS WITH SAFE ROUTES TO SCHOOL INTERVENTIONS**
-  **SAFE ROUTES TO SCHOOL ROUTES**
-  **IMPROVE CONNECTIONS BETWEEN RESIDENTIAL NEIGHBORHOODS AND RECREATIONAL RESOURCES**

## STRATEGIES

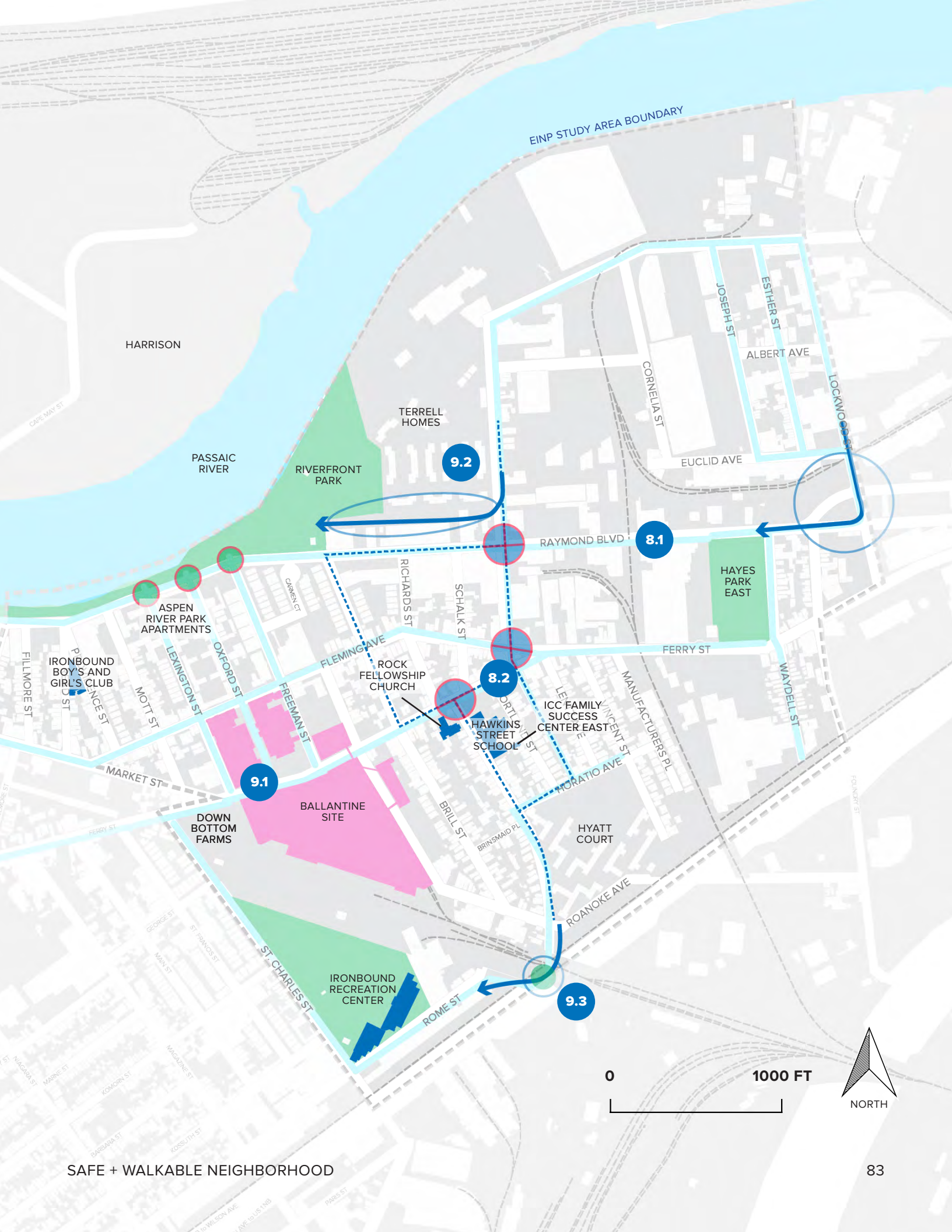
- 8.1** IMPLEMENT TRAFFIC CALMING MEASURES ALONG FERRY STREET, RAYMOND BOULEVARD, AND MARKET STREET
- 8.2** IMPLEMENT PEDESTRIAN SAFETY MEASURES AROUND HAWKINS STREET SCHOOL
- 9.1** IMPROVE STREETS THAT CONNECT COMMERCIAL AND RECREATIONAL CORRIDORS
- 9.2** BETTER INTEGRATE TERRELL HOMES INTO THE SURROUNDING NEIGHBORHOOD
- 9.3** IMPROVE PEDESTRIAN ACCESS BETWEEN HYATT COURT AND THE IRONBOUND RECREATION CENTER

## Rome Street underpass



The underpass between Rome Street and Hawkins Street is poorly lit and unsafe for pedestrians, it connects the residential neighborhood to the Ironbound Recreation Center.





# INTERSECTION OF FERRY & FLEMING STREETS

The intersection where Ferry Street and Fleming Avenue merge could be made safer and more inviting with bike lanes, improved sidewalks, and street furniture. It could also serve to attract pedestrians further East toward Hayes Park and the northeast part of the neighborhood called the Island.

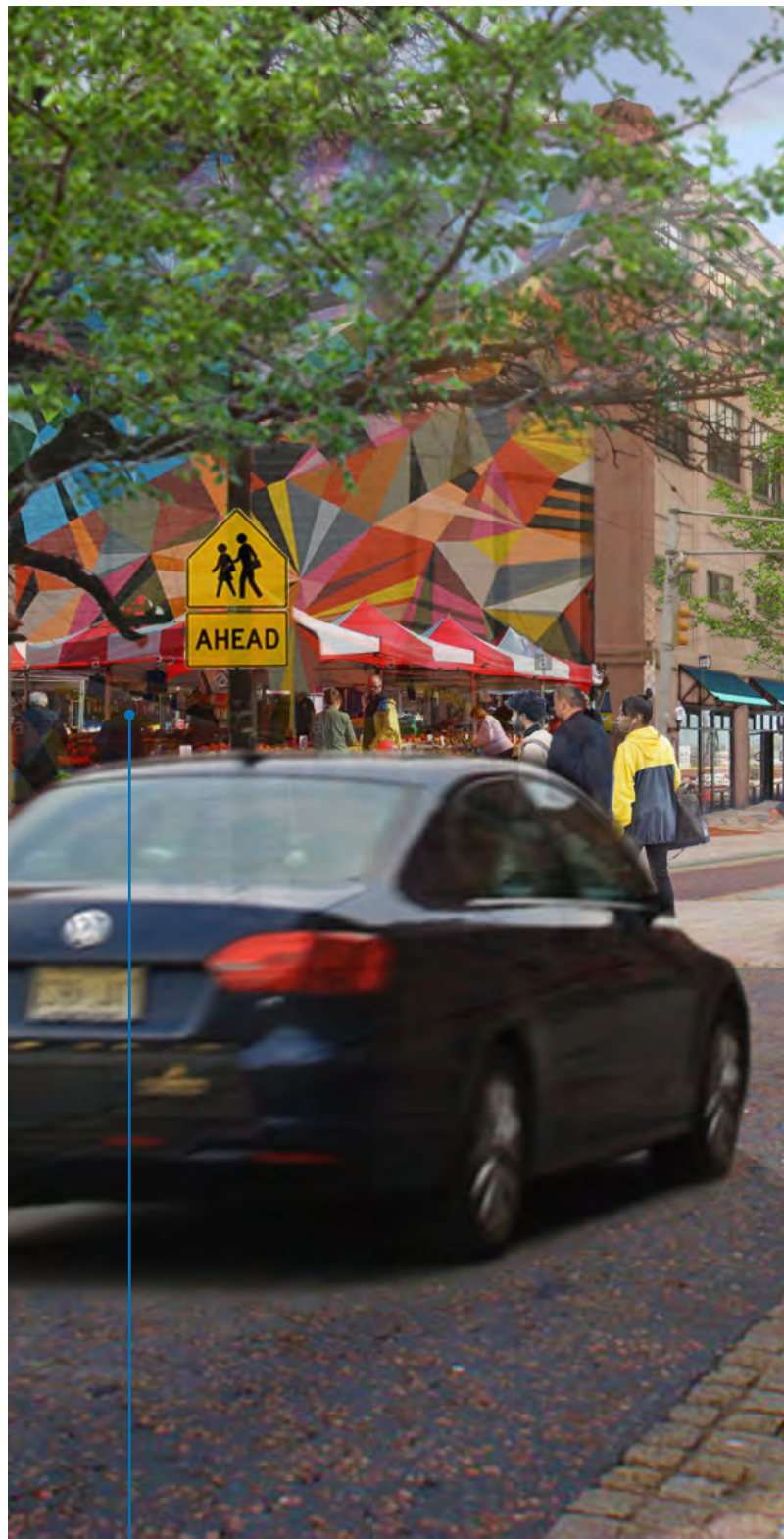
## STRATEGIES

- 1.2 Create a neighborhood-wide wayfinding system
- 4.1 Implement green streets infrastructure
- 7.2 Improve storefronts and activate business corridors
- 8.1 Implement traffic calming measures



CURRENT SITE: Intersection of Ferry Street and Fleming Avenue facing East

- Community Connections + Services
- Economic Empowerment
- Healthy Environment
- Safe + Walkable Neighborhood



A weekly farmer's market can draw people to the area and provide fresh fruit and vegetables to the neighborhood.



Permeable pavement can reduce flooding.

Seating can make this small public space a hub of activity as people enjoy the view, rest during a walk, or stop to talk to neighbors.



## GOAL 8: MITIGATE THE IMPACT OF HEAVY TRAFFIC IN KEY NEIGHBORHOOD LOCATIONS

Residents in East Ironbound need better access to community assets and safer routes as pedestrians and bikers. By beautifying streets and implementing pedestrian-friendly measures, residents will be encouraged to walk more and explore their neighborhood.

### STRATEGY 8.1



Project



Short term



Very high cost

#### Implement traffic calming measures along Ferry Street, Raymond Boulevard and Market Street

High-speed streets designed for connecting truck traffic to and from major highways need to be redesigned to be pedestrian-friendly. As shown on the Safe and Walkable Neighborhood map there are several connected pedestrian safety projects that need to be implemented to tackle this problem. Along Ferry Street, Raymond Boulevard and Market Street, the City will help slow traffic down at major intersections using a combination of signals, lane changes, curb bump-outs and greenery to change driver behavior and make key commercial streets more attractive to pedestrians and cyclists. Expanding sidewalks and installing bike lanes and street furniture will encourage a mix of uses for these car-dominated streets. It will also offer amenities to encourage residents to walk around and be better connected to the rest of the Ironbound. ICC will advocate for complete streets policies and work with the Newark Traffic & Signals to identify primary intersections and streets that target safety, recreational and commercial uses. ICC will also advocate for implementation of complete streets policies at the Ballantine superblock site to break up the block and better integrate the site with the rest of the neighborhood fabric.

### OUTCOMES:

**Improve foot traffic along major streets and reduce speeds**



## STRATEGY 8.2



Project



Short term



Very high cost

### OUTCOME:

**Increase the number of kids walking or biking to school**

### Implement pedestrian safety measures around Hawkins Street Elementary School

In 2014, a Safe Routes to School (SRTS) proposal for Hawkins Street Elementary recommended pedestrian safety measures to improve students' access to and from school and encourage more walking or biking. However, the recommendations were not implemented due to a lack of funding. The Safe and Walkable Neighborhood map provides a general overview of the SRTS area and how implementation should connect with additional neighborhood circulation improvements.

ICC will work with school officials, Newark DOT, Newark Police Department (Newark PD) and other partners. Together, they will reassess student travel patterns, update route improvement recommendations and update the action plan around the "Five E's" from the SRTS plan – education, encouragement, enforcement, engineering, and evaluation. ICC will advocate for funding for SRTS implementation, either earmarked in existing nearby projects or blended with other sources of financing, to address circulation and pedestrian safety concerns holistically in East Ironbound.

## CASE STUDY: COMMUNITY SAFE STUDENT PROJECT NEWARK, NJ

The Newark Community Safe Student Project is a collaboration between the South Ward Community Schools, the Children's Cabinet Safety Subcommittee, the City of Newark, the Newark Community Street Team, the Department of Public Works, the Newark Police Division, Newark Public Schools, NJ Transit and the Arts Education Roundtable to help students in Newark's South Ward get to school safely. Local retailers, schools and other organizations can sign on as safe havens throughout the neighborhood and any student who feels unsafe while walking to or from school can take refuge there. Most organizations were recruited by the Newark Community Street Team, a city-wide initiative launched in 2015 to create safer streets throughout the city. This initiative currently exists only in Newark's South Ward, but there are plans to expand it within the city.



## GOAL 9: IMPROVE NEIGHBORHOOD CONNECTIVITY AND BETTER INTEGRATE EAST IRONBOUND WITH THE REST OF THE IRONBOUND AND NEWARK

The Ironbound is full of resources and East Ironbound residents should have easy access to them. Local businesses should thrive from the neighborhood's energy and pedestrians should explore the neighborhood's history and public art. Improving corridors and better integrating public housing into the fabric of the neighborhood will increase activity, activate commercial spaces and improve community cohesion.

### STRATEGY 9.1



Project



Medium term



Very high cost

#### Improve streets that connect commercial and recreational corridors to encourage more physical and commercial activity




East Ironbound residents expressed concerns about poor sidewalks and lighting during the engagement process. Residents want better connections around the neighborhood so that they feel comfortable and safe walking around. Improving corridors to create links between commercial and recreations spaces (as seen on the Safe and Walkable Neighborhood map) or traffic calming and encouraging use of small public spaces (as seen on page 89) will encourage more activity. ICC will work with community groups and public housing residents at Hyatt Court and Terrell Homes to identify urgent areas of concern. It will link residents with partners and City agencies to prioritize an implementation plan over the next five years. Additionally, community benefits agreements associated with new development will include requirements for pedestrian-friendly infrastructure.

### OUTCOMES:

**Increase foot traffic between commercial streets and parks;  
Reduce business vacancies**



## STRATEGY 9.2

-  Project
-  Medium term
-  Very high cost




### OUTCOME:

**Increase the number of Terrell Homes residents walking to parks and Hawkins Street School**

## Better integrate Terrell Homes into the surrounding neighborhood

In discussing the future of Terrell Homes, public officials have used the development's isolation as part of the rationale for demolishing the public housing complex. However, with both Riverfront Park and Hayes Park East nearby, as well as accessible public transit and services, the development is not spatially isolated. However, youth from Terrell Homes do not regularly participate in after-school programs because of the challenges crossing Raymond Blvd. As shown on the Safe and Walkable Neighborhood map, better connections to the parks and integrated routes to and from Terrell Homes – through SRTS and improved East Ironbound pedestrian and bicycle infrastructure – will ensure residents are integrated and benefiting from the improvements coming to the neighborhood. ICC can work to assess pedestrian safety concerns from Terrell Homes residents and advocate with community partners and City agencies to prioritize immediate steps that make residents feel more comfortable and better connected to the neighborhood.

## STRATEGY 9.3

-  Project
-  Medium term
-  Very high cost

### OUTCOME:

**Increase the number of Hyatt Court residents accessing Ironbound Recreation Center**

## Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center

Residents at Hyatt Court and the surrounding residential area are adjacent to the Ironbound Recreation Center. However, due to the Ballantine superblock and the Conrail and Route 1&9 overpasses, pedestrian access to this neighborhood amenity requires navigation through unsafe and unfriendly sidewalks and streets. Although ICC's previous efforts resulted in a sidewalk, a mural and a light under the overpass, pedestrians still feel unsafe. Access to the recreation center through Christie Street would serve as the most direct route, but with truck traffic and private property limitations, the most accessible strategy is to beautify and streamline access along Hawkins and Rome Streets, as seen on the Safe and Walkable Neighborhood map. Improving lighting, pedestrian crossings and beautifying the underpass will provide a short-term strategy to encourage more walking and use of the recreation center.

ICC will work with tenants at Hyatt Court and the Ironbound Recreation Center users who walk or bike to assess their needs and identify problem intersections. ICC will then advocate for improvements along key access corridors in conjunction with other neighborhood projects as outlined in this chapter.



## GOAL 10: IMPROVE POLICE COMMUNITY RELATIONS AND THE PERCEPTIONS OF NEIGHBORHOOD SAFETY

The perceptions of safety in the neighborhood need to change for residents to feel comfortable taking advantage of neighborhood resources. Better assessment of safety concerns and improving communications with the police department, City agencies and residents will build trust. Residents and the police department need to cooperate to improve safety.

### STRATEGY 10.1



Project



Short term



Moderate cost

#### **Work with Newark Housing Authority (NHA) and Newark Police Department (NPD) to better assess and address public housing tenant safety concerns**

Public housing residents have expressed frustration that relations with police are strained and that their safety needs are not adequately being met. During the engagement process, public housing residents discussed concerns about entering their buildings and a perception that police do not assist when they need help. ICC will work with tenant associations, the NHA and the NPD to convene a regular safety roundtable where residents share concerns and agency representatives field questions and discuss safety strategies. ICC will also help tenant associations survey and assess safety perceptions and needs to provide additional data at roundtable discussions.

### OUTCOMES:

**Reduce safety complaints;  
Increase number of community meetings**

## CASE STUDY: NATIONAL NIGHT OUT USA

National Night Out, run by the National Association of Town Watch, is a crime prevention and community policing program that emphasizes building partnerships between the police and the community by bringing them together for positive events. Relationships are built through block parties, parades, youth activities, cookouts and other events during the National Night Out, on the first Tuesday in August. East Ironbound residents and assigned officers can work with ICC to develop programming for each year's events.



## STRATEGY 10.2



Project



Short term



Low cost

### OUTCOME:

**Increase the number of community meetings about policing strategy**

### Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers

Given the national attention on police brutality, law enforcement agencies across the country are implementing policies that emphasize de-escalation techniques and other alternatives to lessen the possibility of violence. NPD's community service officers (CSO) and community focus division (CFD) train officers who are responsible for on-the-ground engagement with residents. In collaboration with Newark Communities Against Policing (NCAP), ICC should work with the 3<sup>rd</sup> precinct officers from these programs to create outreach materials that describe police intervention policies and to discuss these procedures with residents.

Trainings in bias-free policing and community policing are given to officers yearly. In addition, in 2018 the NPD will work with each precinct to solicit community feedback for developing a community policing strategy. ICC should organize residents to turn out for events and strategize with the NPD to collect input through surveys and focus groups that allow for effective resident participation.










Neighborhood youth stretch before a basketball practice game at Riverfront Park with Terrell Homes in the background.




## CONCLUSION

There are many improvements needed in East Ironbound to improve connectivity and safety. The neighborhood's industrial heritage and proximity to highways presents challenges that need to be addressed through holistic corridor building and beautification. Perceptions of safety undermine any efforts to improve the neighborhood and need to be a priority for stakeholders looking to create a better experience for residents. While many interventions are large-scale and require government agency involvement, ICC can take the lead in collecting community needs, seeking out funding sources and advocating for comprehensive change.

# SAFE + WALKABLE NEIGHBORHOOD STRATEGIES

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			short med long	low mod high
<b>8.1</b> Implement traffic calming measures along Ferry Street, Raymond Boulevard and Market Street <b>Next Step:</b> Prioritize intersections in collaboration with residents and Newark Traffic & Signals		ICC/ Traffic & Signals	● ●	● ● ● ● ● ●
<b>8.2</b> Implement pedestrian safety measures around Hawkins Street School <b>Next Step:</b> Prioritize intersections in collaboration with school officials, students and Newark Traffic & Signals		Traffic & Signals/ Newark Schools	● ●	● ● ● ● ● ●
<b>9.1</b> Improve streets that connect commercial and recreational corridors to encourage more physical activity <b>Next Step:</b> Conduct a needs assessment with residents to identify barriers to walking or biking		Traffic & Signals	● ● ●	● ● ● ● ● ●
<b>9.2</b> Better integrate Terrell Homes into the surrounding neighborhood <b>Next Step:</b> Complete a needs assessment with Terrell Homes residents, NHA, and the City		ICC	● ● ●	● ● ● ● ● ●
<b>9.3</b> Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center <b>Next Step:</b> Complete a needs assessment with residents surrounding the rec center		Traffic & Signals	● ● ●	● ● ● ● ● ●
<b>10.1</b> Work with NHA and NPD to better assess and address public housing tenant safety concerns <b>Next Step:</b> Include safety questions when completing a needs assessment with NHA tenants; facilitate resident attendance at neighborhood-wide public safety meetings		NHA	● ●	● ● ●
<b>10.2</b> Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers <b>Next Step:</b> Utilize needs assessment to advocate for changes to police training and improved relations with community		ICC/ NCAP	● ●	● ●

## TYPE\*

-  Project
-  Program
-  Policy

## \*TIMEFRAME:

- Immediate: < 1 year
- Short: 1-3 years
- Medium: 3-6 years
- Long: 6-10+ years
- Very Long: 10+ years

## \*COST:

- Very Low <\$10k
- Low: \$10k - \$100k
- Medium: \$100k - \$500k
- High: \$250k - \$500k
- Very High: \$1M+

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# EAST IRONBOUND NEIGHBORHOOD PLAN

A photograph of a protest in front of a classical building with columns. Protesters are holding various signs. The image has an orange tint and a diagonal split.

# HOMES FOR ALL



# HOMES FOR ALL

## INTRODUCTION

After weathering the Great Recession of 2008, Newark is now part of the metro-region's economic and real estate boom. With the Ironbound's rich connections to transit and seaport, vibrant commercial corridor and an influx of new jobs, residents of East Ironbound are now facing the challenge of increased market pressure, coupled with an aging building stock and large public housing complexes under threat of demolition. Given that 60% of homeowners and 50% of renters in East Ironbound spend more than a third of their income on housing costs, there is an urgent need to preserve and increase the neighborhood's affordable housing stock.

ICC's 2004 East Ferry Street Neighborhood Improvement Plan identified multiple strategies to address the long-standing challenges of improving the affordable housing stock, preserving public housing, redeveloping industrial sites and integrating private development into the

neighborhood fabric. By shaping stronger rent control policies, ICC helped preserve existing affordable units. Through community-building with tenant leaders and elected officials, the organization contributed to preserving 402 public housing units at Hyatt Court. It also rehabilitated 11 affordable units and have provided services to help 15 low-income homebuyers purchase their first home.

There is still much work to be done, especially given the new market pressures. In the last year, the Ironbound has seen a surge in construction, with 2,000 new units coming to the neighborhood, 216 of which are in East Ironbound. The redevelopment of the Ballantine site further accelerates the development of new market-rate buildings. Existing public housing is also under threat. The Newark Housing Authority (NHA) recently received City Council approval to apply to HUD for demolition of 275 public housing units at Terrell Homes.

Eighty five percent of residents in East Ironbound are renters, compared to 56% of Essex County residents. Since 2010 there has been a 40%

## RENTERS vs HOMEOWNERS





increase in renters paying above \$1,000 in rent, and a 10% increase in median rents, pointing towards rapidly increasing rents in the area. Half of renters pay more than a third of their income in housing costs. Additionally, the small percentage of homeowners are already faced with high tax rates. Increasing market values buoyed by the real estate boom will result in higher taxes, further burdening existing homeowners. At the same time, the area has several buildings that are vacant or in disrepair, as well as empty lots, all of which provide an opportunity to increase the existing housing stock.

Through meetings, focus groups and surveys, residents expressed a need to preserve and expand affordable housing, increase access to homeownership options and assistance in addressing properties that are vacant or in disrepair. ICC has already begun the process of rehabilitating some vacancies along with their partner, Community Asset Preservation Corporation. A proposed Ironbound Community Land Trust can address many of the area's housing challenges by converting existing assets into affordable housing, increasing homeownership options and preserving affordability in perpetuity.

The plan puts forth multi-pronged strategies that will preserve and improve affordable housing, leverage existing neighborhood assets to increase the affordable housing supply, improve tenant protections and expand low-income homeownership opportunities. Collectively, these strategies can ensure that East Ironbound addresses the housing needs for the neighborhood's most at-risk residents.

## COMMUNITY SNAPSHOT

### COMMUNITY FEEDBACK:

"We need to preserve Terrell Homes and existing affordable housing."

"We want more rent-to-own programs and low-income housing."

"The City needs to hire more code enforcement officers."

### SATISFACTION SURVEY STATS:

**45%** of residents do not think affordable housing in the neighborhood meets their needs

Over **60%** of residents who want to buy a home can't afford it

# HOMES FOR ALL



**ICC'S TARGETED COMMUNITY LAND TRUST SITES**






**RESIDENTIAL AREAS**



**PUBLIC AND SUBSIDIZED HOUSING**

## OPPORTUNITIES FOR IMPROVING HOUSING:

-  **1. PUBLIC VACANT BUILDINGS + LOTS**
-  **2. PRIVATE VACANT LOTS**
-  **3. PRIVATE VACANT BUILDINGS**



**PRIORITY HOUSING INVESTMENT AREA: 3-6% OF PROPERTIES IN POOR CONDITION, WITH 16 VACANT PARCELS (INCLUDING ICC'S 4 CLT PROPERTIES)**

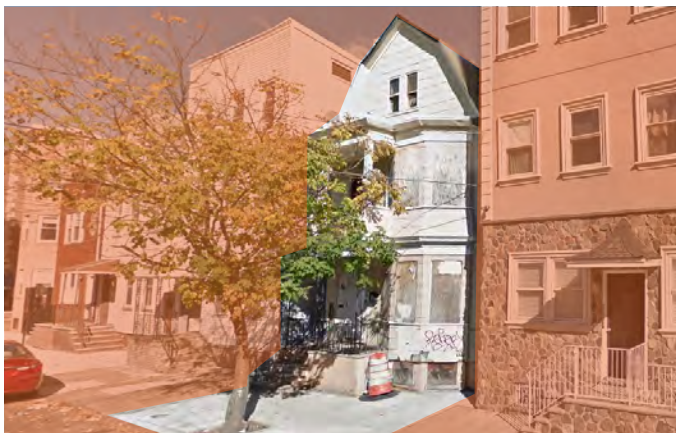


**SECONDARY HOUSING INVESTMENT AREA: 3% OF PROPERTIES IN POOR CONDITION, WITH 11 VACANT PARCELS**

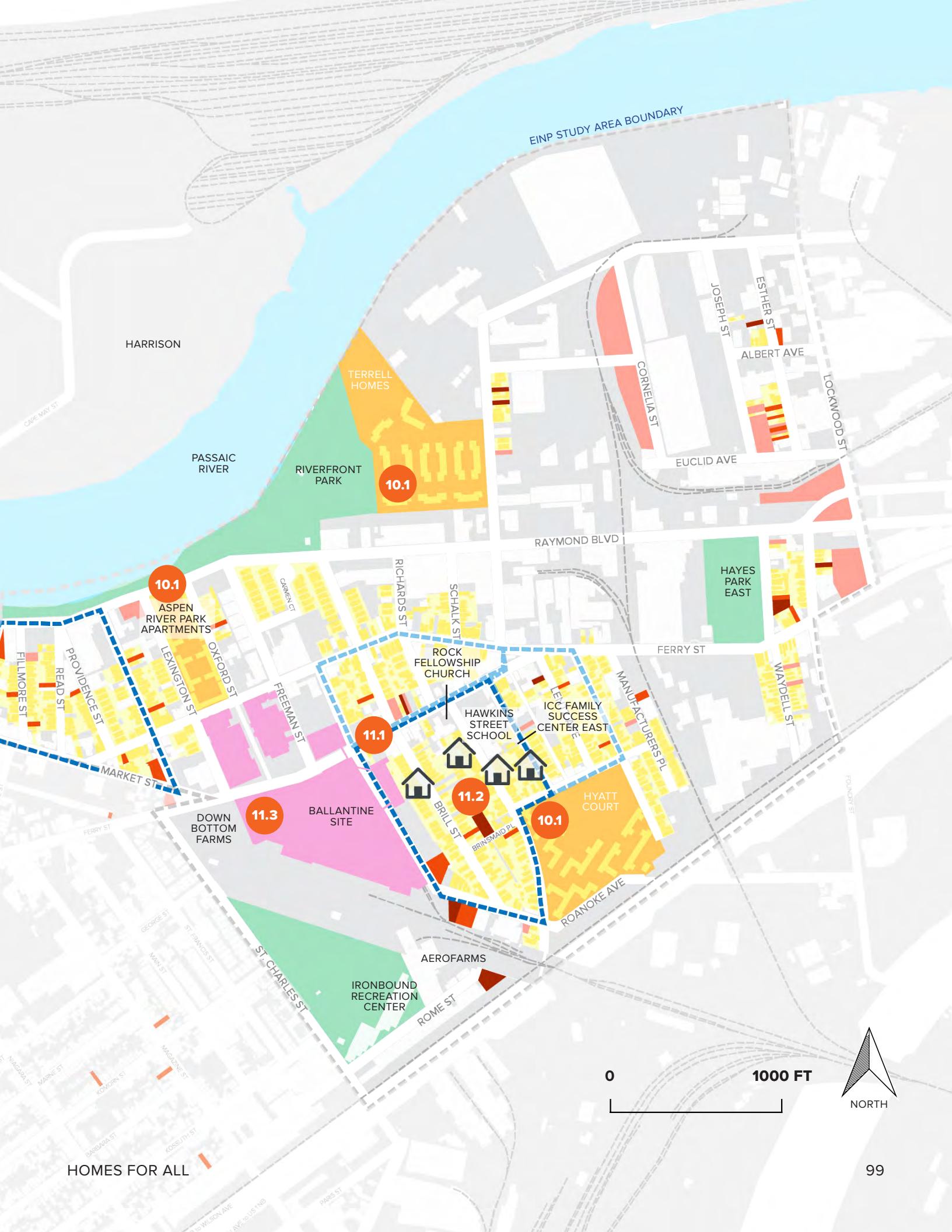
## STRATEGIES

- 10.1 PRESERVE EXISTING PUBLIC AND AFFORDABLE HOUSING**
- 11.1 REHAB HOUSING**
- 11.2 LEVERAGE VACANT LAND TO EXPAND IRONBOUND COMMUNITY LAND TRUST**
- 11.3 ADVOCATE FOR MIXED-USE LIVE/WORK DEVELOPMENT WITH HOUSING FOR ARTISTS**

## Vacant Home on Hawkins Street



This home, on 40 Hawkins Street, is one of the first four properties that will become part of the Ironbound Community Land Trust.



EINP STUDY AREA BOUNDARY

HARRISON

PASSAIC RIVER

RIVERFRONT PARK

TERRELL HOMES

10.1

10.1

ASPEN RIVER PARK APARTMENTS

ROCK FELLOWSHIP CHURCH

HAWKINS STREET SCHOOL

ICC FAMILY SUCCESS CENTER EAST

HYATT COURT

BALLANTINE SITE

DOWN BOTTOM FARMS

IRONBOUND RECREATION CENTER

AEROFARMS

0

1000 FT



NORTH

HOMES FOR ALL



## GOAL 11: PRESERVE NEIGHBORHOOD AFFORDABILITY

Preserving and protecting existing affordable housing is a relatively low-cost measure to address displacement. Preventing units from falling into disrepair and incentivizing permanent affordability can help residents stay in-place.

### STRATEGY 11.1



Project



Medium term



Very high cost

### Preserve and improve the existing stock of public housing in East Ironbound

A recent physical needs assessment of Terrell Homes' 275 public housing units estimates that over \$40 million is needed to bring the site up to standards. NHA received approval from City Council to apply to HUD for demolition of Terrell Homes in 2017. While NHA is postponing the application for demolition pending further study, tenants are left wondering whether their homes will be razed. The demolition of Terrell Homes could set a dangerous precedent in Newark just as the city begins to see an infusion of investment and development that could expand opportunities for residents who have been underserved for decades.

Public Housing Authorities (PHAs) around the country with similar challenges have preserved rather than demolished public housing. HUD's Rental Assistance Demonstration (RAD) program has preserved thousands of units around the country. RAD transfers public housing (Section 9 housing) to Section 8 housing, enabling a private entity to take over management and finance improvements through private sources of funding – sources not available to PHAs under Section 9 regulations. As of August 2017, the RAD program has successfully converted 60,000 units around the country, with 125,000 units securing financing, by raising \$4 billion in financing. NHA should fully investigate the potential for RAD to assist in Terrell Homes' rehabilitation as a solution for preservation.

RAD does infuse private interests into public housing, which may lead to incentives for market-rate conversions in the future if the NHA were in fiscal trouble. A more secure solution to ensure permanent affordability would be to transfer the land to a community land trust when a private entity takes over management of Terrell Homes buildings under the RAD process. This double-layered strategy would ensure hundreds of units remain affordable, keep low-income tenants secure in improved apartments and become a model for community-driven preservation. The plan recommends that ICC and the




### OUTCOME:

**Preserve 275 units of public housing or relocate tenants within East Ironbound**

Ironbound CLT work with the Terrell Homes redevelopment team to promote full-preservation and permanent affordability for the exiting units through their CLT structure.

## STRATEGY 11.2

### Improve code enforcement for existing affordable homes by partnering with local community groups

-  Program
-  Short term
-  Low cost

## OUTCOMES:

**Reduce code violations and save municipal resources**

ICC's property survey identified approximately 50 properties in East Ironbound in poor condition. Additionally, over 40% of residents currently rate their housing conditions as unsatisfactory. Code enforcement also places a burden on city resources. In 2015 alone, over 100,000 code enforcement requests were reported in Newark's 4311 system. Improving and streamlining code enforcement mechanisms have the potential to keep more tenants in existing affordable housing, improve housing conditions, as well as reduce administrative and other municipal enforcement costs.

ICC is well positioned to implement a code enforcement partnership in East Ironbound. A training program can train and certify tenants to be part of a community-led code enforcement team that addresses neighborhood complaints and spot checks historically problematic landlords and properties. Empowering residents with the information, training and authority to hold landlords accountable can build local capacity, decrease the number of properties that are in code violation and reduce costs to the City.

## CASE STUDY: CITY OF CLEVELAND CODE ENFORCEMENT PARTNERSHIP CLEVELAND, OH

The City of Cleveland created a code enforcement partnership to bring homes into compliance. The partnership helped streamline the intake process and make it more predictable, prevented duplicate work, saved resources and improved communications between communities and the City.

The city's community-based enforcement system identified three pillars for success: shared responsibility, strategic enforcement and consistent communication. The program has preserved homes, ensured residents who need support are connected to the right services and reduced costs for enforcement. Early research on the partnership has shown significant improvements in citing and acting against problem properties. Condemnations rose by over 275%, demolitions rose by over 480%, and board-ups rose by over 185% between 2005-2008.






## GOAL 12: EXPAND AFFORDABLE HOUSING OPTIONS

As development pressure begins to mount in East Ironbound, it is necessary to grow the number of affordable units. Recently adopted inclusionary zoning requirements and the Newark Affordable Housing Trust Fund provide opportunities that can be combined with Ironbound CLT operations to ensure stability for low-income residents.

### STRATEGY 12.1

#### Rehab existing properties to lease or sell homes to low-income households

-  Project
-  Short term
-  Moderate Cost

### OUTCOMES:

**Reduce number of properties in poor condition; increase stock of affordable homes**

ICC and other community partners have rehabbed 11 properties to date in East Ironbound. A property survey completed in 2017 found 23 homes in poor condition, and 40% of residents surveyed view poor housing conditions as a major concern in the neighborhood. Four properties along Hawkins and Cortland Streets have already been identified as an immediate next step. ICC, the Ironbound CLT, and other community partners can continue to fund rehab projects within the neighborhood by identifying concentrated areas of need, as well as pooling funding sources to scale up rehab programs. The map on page 100 shows potential zones in East Ironbound with a concentration of properties that are vacant or in poor condition that could be initial priority areas for expansion.

**ICC CLT  
PROPERTIES**



## STRATEGY 12.2



Project



Short term



High cost

### OUTCOMES:

**Reduce number of vacant lots, Increase number of affordable homes**

## Leverage vacant land and buildings to further the Ironbound Community Land Trust

In addition to the homes in poor conditions, East Ironbound has approximately 54 parcels of vacant residential land. ICC or the Ironbound CLT will identify zones with a concentration of parcels with development potential and create a coalition of community groups and City agencies to tackle them. Funding should be used to develop suitable sites for single or multi-family CLT homes that offer both rentals and sales options for low-income residents.

## STRATEGY 12.3



Project



Medium term



Low cost

### OUTCOMES:

**New live-work spaces, Increase in local entrepreneurship**

## Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs

Artists have been integral to neighborhoods by contributing to community events, murals, and public art projects designed to breathe life back into neglected spaces.. Neighborhood entrepreneurs also help to contribute low-scale economic development to neighborhoods. Both artists and entrepreneurs need affordable fabrication spaces to help develop ideas and products. The inclusion of affordable studios and live-work spaces for local entrepreneurs and artists in mixed-use development can help improve their networks and career opportunities. Live-work and flexible spaces can also provide community facilities, event space, and improved public spaces.




With affordability in the metro-region forcing many to relocate, demand for affordable spaces is high. Studies have shown that live-work spaces cannot sustain themselves without subsidy and require strong networks and partnerships to work. ICC has a history of connecting developers, funders, and community members to capital projects. The organization will continue advocating for greater collaboration around funding and project development, especially for the Ballentine superblock. Community priorities can be used to inform partnerships with developers seeking to remake industrial assets in the neighborhood into mixed-use facilities. Strategies to pool shared spaces (such as meeting and gallery space), and tools (such as incubator fabrication space) can be prioritized through existing collectives such as the Down Neck Artists Collective or established through ICC's community hub similar to how worker cooperatives have started in East Ironbound.



## GOAL 13: ENCOURAGE LOW-INCOME HOMEOWNERSHIP

Like all of Newark, East Ironbound has a low homeownership rate at 15% compared with compared to 44% in Essex County, NJ. Low to moderate income property owners can only stay in place if they are able to afford the neighborhood. Increasing homeownership is another piece of the housing puzzle that will help bring stability for East Ironbound residents.

### STRATEGY 13.1 Provide relief for low-income homeowners

-  Policy
-  Short term
-  Very high

With Newark's high effective tax rate (3.1% in 2016 ), property values will continue to increase as the city grows, causing a tax burden for low-income homeowners. The City should proactively address increased property taxes by providing relief programs to stabilize property taxes and help keep low-income homeowners in place. Successful programs include:

### OUTCOMES: Reduced cost burden for homeowners

**Relief for longtime homeowners** – Philadelphia's Longtime Owner Occupants Program (LOOP) provides tax relief for homeowners who have lived in their home for 10+ years and have experienced significant increases in their property assessment. The program saved homeowners about \$1,000 per enrolled property in 2015.




**Payment Plans** – Requiring lump sum payments of property taxes creates financial challenges, delinquency, erodes municipal health, and irregular inflows for local governments. Payment plan options will allow households to spread tax payments throughout the year and ease cash flow burdens that low-income households face.

**Property Tax Freeze** – Freezing property taxes to a base year can alleviate the burden of increased tax bills. Such programs should be income-restricted and only applicable to primary residences. For example, New Jersey offers a Senior Freeze Program. Eligible seniors who have lived in the state for ten or more years can get reimbursed for the difference between their current property taxes and a "base year" tax rate.

**Community Land Trust** – If a homeowner is struggling with their water bill, taxes, or other costs associated with homeownership that are causing a burden, the CLT can provide relief in exchange for the home becoming a part of the CLT portfolio. The homeowner would remain in the home.

# HOMES FOR ALL: STRATEGIES

## STRATEGY 13.2

-  Project
-  Medium term
-  Low cost

### OUTCOME:




**CLT gets approached with potential homes**

## Implement a homebuyer-initiated program to expand the Ironbound Community Land Trust's Portfolio

The Ironbound CLT will develop a homeownership program that works with households who identify a home of their own choosing. The Ironbound CLT will offer a subsidy or grant to offset acquisition and rehab costs, provide services to assist in closing, and in turn create long-term affordability by including the purchased home in the CLT portfolio. Grant sizes will vary according to the home's condition and the buyer's income. This program can increase low-income homeownership, ensure long-term affordability through a CLT, and create an income-mix within East Ironbound.

<b>SAMPLE STRUCTURE</b>	Purchase Price and Rehab	\$165,000
	CLT Purchase Grant	- \$30,000
	CLT Rehab Grant	- \$15,000
<b>Total Cost to Homebuyer</b>		<b>\$120,000</b>

## STRATEGY 13.3

-  Project
-  Long term
-  Moderate cost

### OUTCOME:

**Increase in affordable multi-family units**

## Implement shared equity programs for ensuring long-term affordable homes

ICC or the ICLT will implement a grant and deed restriction program to assist potential low-income homebuyers in lowering upfront financing to purchase a single-family home. Deed restriction programs preserve affordability by placing limits on the homeowner at the time they close on a home. Homeowners are required to limit the markup on their property when they resell and ensure the home goes to another low-income family. This has the added benefit of reducing property taxes, since the home would be assessed at a lower value because of the restrictions placed on the property.

For multi-unit buildings, ICC or the ICLT will develop a limited or no-equity cooperative to provide community control of housing assets. Members can purchase the right to occupy a unit, vote on issues impacting the site, and share responsibility for building upkeep. The advantage of this strategy is that a collective group controls the mortgage, so families would not need to qualify for financing on their own. To ensure long-term affordability, the co-ops will include restrictions embedded in their structure since "loan documents do not succeed in securing the cooperatives as affordable in perpetuity."

# IRONBOUND COMMUNITY LAND TRUST: AN ANTI-DISPLACEMENT STRATEGY

## WHAT IS A COMMUNITY LAND TRUST (CLT)?

CLTs are non-profit, community-based organizations designed to ensure community ownership and stewardship of local land. They are governed by a board of CLT residents, community residents and public representatives. The trust acquires land and maintains ownership permanently, although the buildings may have different owners. CLTs separate ownership of land and housing, which prevents market factors from causing prices to rise and ensures that housing will remain affordable into future generations.



## IRONBOUND CLT:

ICC's experience in establishing the Essex CLT, their rehab of 11 properties in the Ironbound, and partnerships with local community development corporations puts them in a great position to shepherd a local Ironbound CLT (ICLT). The Ironbound CLT will:

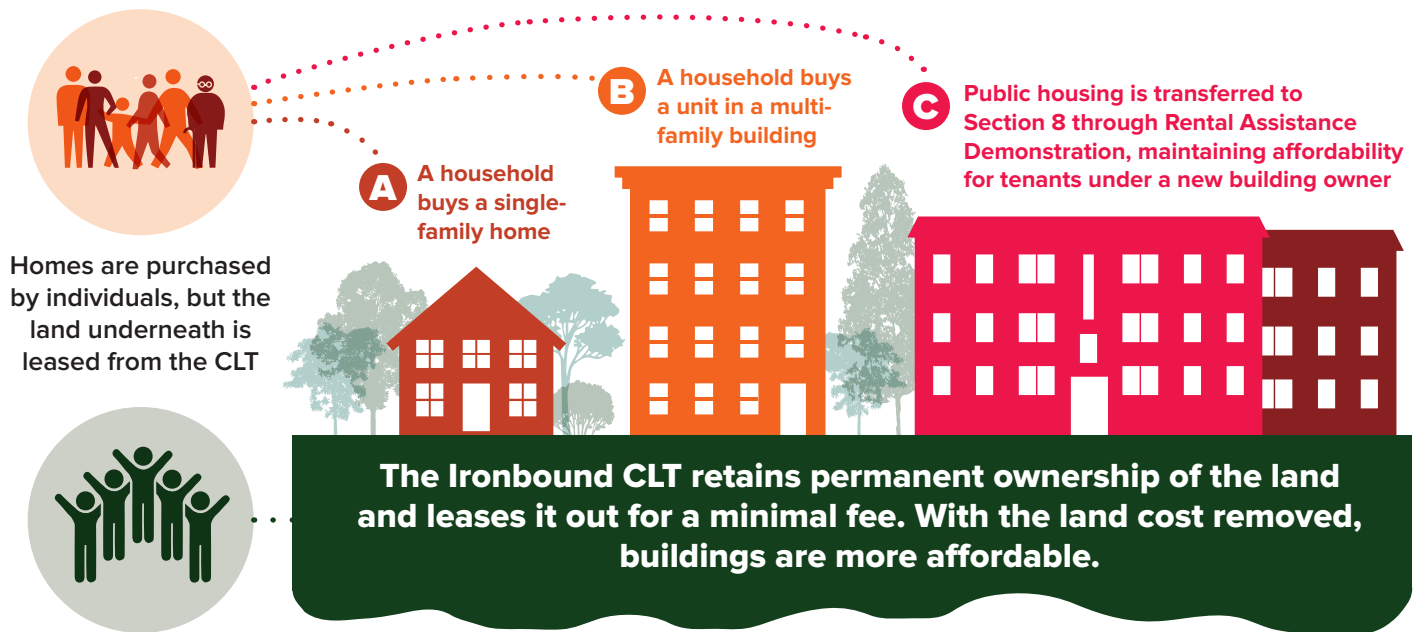
- **Provide housing that is decent and permanently affordable.**
- **Preserve the quality and affordability of housing for low and moderate-income residents.**
- **Promote the environmentally sound use of vacant land in environmental justice areas**

**Immediate action steps are:**

- 1. Establish ICLT's governance structure with lease holders, residents, and experts.**
- 2. Develop documents and policies with income limits and re-sale ratios.**
- 3. Acquire properties to start the ICLT's portfolio of affordable homes.**

Working with the Essex CLT for technical assistance, and the Community Asset Preservation Corporation for financing and rehab expertise, the ICLT will soon acquire its first four properties in East Ironbound. See Affordable Housing Map on page 102.

## POTENTIAL AFFORDABLE HOUSING SCENARIOS FOR AN IRONBOUND CLT: AFFORDABLE HOME OWNERSHIP & PRESERVED PUBLIC HOUSING



## CASE STUDY: CITY OF LAKES CLT PROGRAM MINNEAPOLIS, MN

In Minneapolis, the City of Lakes CLT program offers both an affordability grant to help reduce the amount of financing a homeowner needs at purchase, as well as a rehab grant that helps offset costs associated with repairs. The CLT has relationships with lenders that are approved to work with homebuyers that match up to \$30,000 of what a homebuyer can contribute. By presenting information on the CLT model at homebuyer education courses and highlighting success stories to community groups, the CLT has been able to grow a base of potential homebuyers and partner with developers of multi-family buildings where communities have advocated for long-term affordability. Over the last 14 years, the CLCLT has helped over 270 low-moderate income homeowners acquire a home, with 41 resales to serve another generation of low-income homebuyers.











Terrell Homes

## CONCLUSION

ICC is well-positioned to address many of the housing challenges in East Ironbound. With Terrell Homes needing millions of dollars in funding for repairs, increasing rents and a low homeownership rate, there is a lot of work that needs to be done. The Ironbound CLT's continued work with non-profit partners and relationship building with developers will provide ICC a multi-faceted approach to ensure housing affordability. The biggest challenge will be to stay ahead of displacement forces as capital projects often moved faster than policy changes. Continued advocacy and programming to support residents with program affordable development projects will help ICC and East Ironbound residents secure long-lasting community control.

# HOMES FOR ALL STRATEGY MATRIX

STRATEGY & IMMEDIATE NEXT STEP	TYPE*	LEAD	TIMELINE*			COST*		
			short	med	long	low	mod	high
<b>11.1</b> Preserve and improve the existing stock of public housing in East Ironbound. <b>Next Step:</b> Establish preservation goals with development team at Terrell Homes.		NHA	●	●	●	●	●	●
<b>11.2</b> Establish a partnership with community groups to improve code enforcement for existing affordable homes. <b>Next Step:</b> Meet with City to define and implement a pilot program.		ICC	●	●		●	●	
<b>12.1</b> Rehab existing properties to lease or sell homes to low-income households. <b>Next Step:</b> Work with CAPC to finalize rehab for four CLT properties.		ICC/CLT	●	●		●	●	●
<b>12.2</b> Leverage vacant land and buildings to grow the Ironbound Community Land Trust's portfolio. <b>Next Step:</b> Identify vacant parcels with development parcels within priority areas.		ICC/CLT	●	●		●	●	●
<b>12.3</b> Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs. <b>Next Step:</b> Meet with artist collectives to develop goals and material to approach developers.		Developer	●	●	●	●	●	
<b>13.1</b> Provide relief for low-income homeowners. <b>Next Step:</b> Develop advocacy campaign and organize homeowners.		CITY	●	●		●	●	●
<b>13.2</b> Implement a homebuyer-initiated program to expand the Ironbound Community Land Trust's portfolio. <b>Next Step:</b> Identify funding sources and portfolio growth necessary for sustainability.		ICC	●	●	●	●	●	
<b>13.3</b> Implement shared equity programs for ensuring long-term affordable homes. <b>Next Step:</b> ICLT will review and assess common deed or limited equity co-op restrictions and their effect on long-term affordability.		ICC	●	●	●	●	●	●

## TYPE\*



Project



Program



Policy

## \*TIMEFRAME:

Immediate: < 1 year  
 Short: 1-3 years  
 Medium: 3-6 years  
 Long: 6-10+ years  
 Very Long: 10+ years

## \*COST:

Very Low <\$10k  
 Low: \$10k - \$100k  
 Medium: \$100k - \$500k  
 High: \$250k - \$500k  
 Very High: \$1M+

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# EAST IRONBOUND NEIGHBORHOOD PLAN

# NEXT STEPS



# CONCLUSION

East Ironbound is a neighborhood that straddles the past and present. The neighborhood's industrial character continues to define it. The active manufacturing sites offer both challenges and opportunities for the community. Spatial isolation defines certain residential pockets, while major parks, highways and the old Ballantine superblock site offer a glimpse of how the neighborhood could better integrate with the rest of the Ironbound. Looming market pressure due to an increase in investment and interest in Newark threatens affordability for a substantial segment of this mostly immigrant community.

The East Ironbound Neighborhood Plan comes at a crucial time for residents and for the City. It offers guidance to holistically tackle the existing challenges as community members define them and provides innovative and implementable strategies to develop a better sense of community. Recommendations focus on programs, policies and built-environment projects that take advantage of the assets already in the neighborhood. While the frame of the Plan centers on community priorities, it leaves room for flexibility to tackle pressing needs around economic opportunity, development and public housing that will require community groups and stakeholders to be nimble.

ICC has been a strong advocate and supporter of the Ironbound community for decades. With a mission to advance the lives of those historically neglected, it will be even more important in the coming years for ICC to work with the people of East Ironbound and to protect their right to live and thrive in the neighborhood. As ICC continues to grow the capacity of the community advisory boards, residents, working with the City, will help prioritize efforts to address the issues in the Plan. Connecting community benefit agreements to new development in the neighborhood will ensure that residents benefit from all the investment coming into Newark. Increasing access to fresh food, open spaces and green infrastructure, combined with expanded and inclusive programming, will lead to a resilient and healthy neighborhood. ICC can continue to deepen its role as a leader in East Ironbound through intentional and continued advocacy, coalition building and community empowerment.

# PLAN SUMMARY

## STRATEGY & IMMEDIATE NEXT STEP

TYPE

LEAD

TIMELINE\*

COST\*

short med long

low mod high

### COMMUNITY CONNECTIONS

**1.1** Expand Down Bottom Farm's East Ironbound celebratory gateway with a redeveloped Ballantine site



ICC



**Next Step:** Develop cohesive design strategy to coordinate Down Bottom Farms and future Ballantine gateway

**1.2** Create a neighborhood-wide wayfinding system



ICC



**Next Step:** Market and distribute asset and resource map and meet with Traffic & Signals to develop implementation strategy

**1.3** Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride



ICC



**Next Step:** Coordinate a weekly bicycle ride + clean-up with Down Bottom Bike Crew leads

**2.1** Partner with local libraries, schools and community centers to ensure that programming and information caters to immigrant and non-English speaking populations



ICC



**Next Step:** Create an inventory of existing programs + services in the neighborhood

**2.2** Connect East Ironbound youth to youth justice programming



ICC



**Next Step:** Organize an Ironbound youth group visit to Newark Youth Court

**2.3** Increase community oversight of city policies, practices and enforcement through funding and capacity building for community boards



ICC



**Next Step:** Create an inventory of existing and necessary boards, and schedule meetings with all existing oversight boards to identify their needs

### HEALTHY ENVIRONMENT

**3.1** Develop a neighborhood supermarket



ICC/  
Acme site  
owners



**Next Step:** Regroup with Acme site owners to strategize bringing a supermarket back to the site

**3.2** Utilize vacant public land for open space and community gardens



ICC



**Next Step:** Prioritize 2-3 key city-owned lots to propose community gardens

NEXT STEPS

#### TYPE\*










- Project
- Program
- Policy










#### \*TIMEFRAME:

- Immediate: < 1 year
- Short: 1-3 years
- Medium: 3-6 years
- Long: 6-10+ years
- Very Long: 10+ years










#### \*COST:

- Very Low: <\$10k
- Low: \$10k - \$100k
- Medium: \$100k - \$500k
- High: \$250k - \$500k
- Very High: \$1M+

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			short med long	low mod high
<b>3.3</b> Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute widely throughout the neighborhood <b>Next Step:</b> Organize a CAB meeting to identify necessary updates to the guide		ICC	●	●
<b>3.4</b> Develop the Tidewater and Conrail sites into open space <b>Next Step:</b> Reconvene project partners to strategize next steps		ICC/ Trust for Public Land	● ● ●	● ● ● ● ● ●
<b>3.5</b> Establish an East Ironbound recreational hub <b>Next Step:</b> Organize a community activity in the site to grow community support for a hub		ICC / Rec Center	● ● ● ●	● ● ● ● ● ●
<b>4.1</b> Implement green streets infrastructure throughout the neighborhood <b>Next Step:</b> Invite Newark DIG and Dept. of Engineering to CAB meeting to provide update on funded green infrastructure implementation along Ferry and Horatio Streets		Dept of Engineering	● ● ●	● ● ● ● ●
<b>4.2</b> Improve physical building and playground of Hawkins Elementary School to make it a sustainable community asset <b>Next Step:</b> Invite Trust for Public Land to meet with Hawkins St. School parents, teachers, and administration to strategize on funding and city leadership; research green infrastructure funding options		ICC/ Trust for Public Land	● ● ●	● ● ● ● ● ●
<b>ECONOMIC EMPOWERMENT</b>				
<b>5.1</b> Incorporate ICC's community hub goals for jobs, youth and services into any redevelopment plans <b>Next Step:</b> Track developer interest, refine community plan structure, identify partners and ensure the City is committed to the vision		ICC	● ● ● ● ●	● ● ●
<b>5.2</b> Utilize the Ballantine site to support small businesses and entrepreneurial growth <b>Next Step:</b> Schedule a community meeting with local entrepreneurs and determine their needs		ICC	● ● ● ●	● ● ● ● ●
<b>6.1</b> Establish ICC's role as the East Ward hub for Newark 2020 to connect residents with local businesses and institutions for job placement and training opportunities <b>Next Step:</b> Establish a targeted outreach strategy to ensure residents know ICC is a 2020 Hub		ICC	●	● ●
<b>6.2</b> Develop comprehensive services and programming to engage youth in the workforce <b>Next Step:</b> Organize a strategy session with Rutgers, NJIT, and Essex College to review existing pathways and programs		ICC/ Learning Collab.	●	● ●

STRATEGY & IMMEDIATE NEXT STEP	TYPE	LEAD	TIMELINE*	COST*
			short med long	low mod high
<b>6.3</b> Develop targeted strategies to engage the re-entry population and place at local jobs <b>Next Step:</b> Organize a meeting with Newark One Stop Job Center to target East Ironbound re-entry population for job training		ICC/ Newark One Stop	● ●	● ● ●
<b>7.1</b> Expand programs and financial services to support the growth of local businesses and entrepreneurs <b>Next Step:</b> Collect surveys and organize meetings and interviews with local business owners to understand their needs and priorities		ICC	● ● ●	● ● ● ● ●
<b>7.2</b> Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience <b>Next Step:</b> Work with Aspen Riverfront building owner and NCEDC to develop a storefront activation strategy		ICC/ NCEDC	● ●	● ● ●
<b>7.3</b> Work with local artists to activate neighborhood corridors and key locations to establish an East Ironbound visual identity <b>Next Step:</b> Complete 3 murals (FSC East, Triangle at Ferry, Fleming, and Chapel and Terrell Homes)		ICC/ DNAC	●	● ●
<b>SAFE + WALKABLE NEIGHBORHOODS</b>				
<b>8.1</b> Implement traffic calming measures along Ferry Street, Raymond Boulevard and Market Street <b>Next Step:</b> Prioritize intersections in collaboration with residents and Newark Traffic & Signals		ICC/ Traffic & Signals	● ●	● ● ● ● ● ● ●
<b>8.2</b> Implement pedestrian safety measures around Hawkins Street School <b>Next Step:</b> Prioritize intersections in collaboration with school officials, students and Newark Traffic & Signals		Traffic & Signals/ Newark Schools	● ●	● ● ● ● ● ● ●
<b>9.1</b> Improve streets that connect commercial and recreational corridors to encourage more physical activity <b>Next Step:</b> Conduct a needs assessment with residents to identify barriers to walking or biking		Traffic & Signals	● ● ●	● ● ● ● ● ● ●
<b>9.2</b> Better integrate Terrell Homes into the surrounding neighborhood <b>Next Step:</b> Complete a needs assessment with Terrell Homes residents, NHA, and the City		ICC	● ● ●	● ● ● ● ● ● ●
<b>9.3</b> Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center <b>Next Step:</b> Complete a needs assessment with residents surrounding the rec center		Traffic & Signals	● ● ●	● ● ● ● ● ● ●

## STRATEGY & IMMEDIATE NEXT STEP

	TYPE	LEAD	TIMELINE*			COST*		
			short	med	long	low	mod	high
<b>10.1</b> Work with NHA and NPD to better assess and address public housing tenant safety concerns <b>Next Step:</b> Include safety questions when completing a needs assessment with NHA tenants; facilitate resident attendance at neighborhood-wide public safety meetings		NHA	●	●		●	●	●
<b>10.2</b> Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers <b>Next Step:</b> Utilize needs assessment to advocate for changes to police training and improved relations with community		ICC/ NCAP	●	●		●	●	
<b>HOMES FOR ALL</b>								
<b>11.1</b> Preserve and improve the existing stock of public housing in East Ironbound. <b>Next Step:</b> Establish preservation goals with development team at Terrell Homes.		NHA	●	●	●	●	●	●
<b>11.2</b> Establish a partnership with community groups to improve code enforcement for existing affordable homes. <b>Next Step:</b> Meet with City to define and implement a pilot program.		ICC	●	●		●	●	
<b>12.1</b> Rehab existing properties to lease or sell homes to low-income households. <b>Next Step:</b> Work with CAPC to finalize rehab for four CLT properties.		ICC/CLT	●	●		●	●	●
<b>12.2</b> Leverage vacant land and buildings to grow the Ironbound Community Land Trust's portfolio. <b>Next Step:</b> Identify vacant parcels with development parcels within priority areas.		ICC/CLT	●	●		●	●	●
<b>12.3</b> Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs. <b>Next Step:</b> Meet with artist collectives to develop goals and material to approach developers.		Developer	●	●	●	●	●	
<b>13.1</b> Provide relief for low-income homeowners. <b>Next Step:</b> Develop advocacy campaign and organize homeowners.		CITY	●	●		●	●	●
<b>13.2</b> Implement a homebuyer-initiated program to expand the Ironbound Community Land Trust's portfolio. <b>Next Step:</b> Identify funding sources and portfolio growth necessary for sustainability.		ICC	●	●	●	●	●	
<b>13.3</b> Implement shared equity programs for ensuring long-term affordable homes. <b>Next Step:</b> ICLT will review and assess common deed or limited equity co-op restrictions and their effect on long-term affordability.		ICC	●	●	●	●	●	●

# CALL TO ACTION

The ambitious goals and strategies laid out in the East Ironbound Neighborhood Plan were informed by conversations and input by hundreds of residents, stakeholders and partners.

Successful implementation and stewardship of the plan's strategies will require the collective efforts of ICC, local partners, the Community Advisory Board and Local Government. With ICC as the driving force, each of these entities will play a distinct and important role in advancing implementation.

Implementation requires on-going work over the next 10 years with strategies broken down into the following terms:

**Immediate**  
**Short**  
**Medium**  
**Long**  
**Very long**

<1 year  
1-3 years  
3-6 years  
6-10 years  
10+ years

## IMPLEMENTATION ROLES



### ICC + LOCAL PARTNERS:

- Lead community outreach and advocacy for the Plan
- Keep community members and partners informed and engaged
- Explore multiple funding and collaboration opportunities to advance implementation
- Immediate: Plan for an expanded community Center in East Ironbound



### COMMUNITY ADVISORY BOARD:

- Support outreach about the Plan and its implementation
- Advocate for Plan's strategies before City Council and other policy makers
- Inform prioritization of Plan strategies to meet immediate community needs



### LOCAL GOVERNMENT:

- Update residents on development and implementation of city-funded or supported strategies regularly
- Meet regularly with ICC and Community Advisory Board to ensure alignment between Plan strategies and City's existing and future budget and capital projects

# EAST IRONBOUND NEIGHBORHOOD PLAN



## APPENDIX

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# APPENDIX IMPLEMENTATION MATRIX

Strategy #	Strategy	Timeline	Hard Costs	Soft Costs	Lead
1.1	Expand Down Bottom Farms' East Ironbound celebratory gateway with redeveloped Ballantine Site	Medium	Moderate	Low	ICC and Development Partner
1.2	Create a neighborhood-wide wayfinding system	Long	Moderate	Low	ICC and City of Newark
1.3	Introduce a series of programs that build connections between neighbors and celebrate neighborhood pride	Immediate	Low	Very Low	ICC
2.1	Partner with local libraries, schools, and community centers to ensure that programming and information caters to immigrant and non-English speaking populations	Immediate	Low	Very Low	ICC
2.2	Connect East Ironbound youth to youth justice programming	Short	Low	Low	ICC and Hawkins Street Elementary School
2.3	Increase community oversight of city policies, practices, and enforcement through funding and capacity building for community boards	Short	Low	Moderate	ICC
3.1	Develop a neighborhood supermarket	Long	Very High	Moderate	ICC and Acme Site Owners
3.2	Utilize vacant public land for open space and community gardens	Medium	Moderate	Low	ICC
3.3	Update the Disaster Preparedness Guide and develop a user-friendly resource to distribute throughout the neighborhood	Immediate	Low	Very Low	ICC
3.4	Develop the Tidewater and Conrail sites into open space	Medium	Very High	High	ICC, Trust for Public Land, NCEDC
3.5	Establish an East Ironbound recreational hub	Long	High	Moderate	ICC and Ironbound Recreation Center
4.1	Implement Green Streets infrastructure along major corridors in neighborhood	Medium	Very High	High	City of Newark Engineering Department/ Office of Sustainability
4.2	Improve physical building and playground of Hawkins Street Elementary School to make it a sustainable community asset	Medium	Very High	Moderate	ICC and Trust for Public Land
5.1	Incorporate ICC's community hub goals for jobs, youth, and services into any redevelopment plans	Long	Moderate	Moderate	ICC
5.2	Utilize the Ballantine site to support small business and entrepreneurial growth	Long	High	Moderate	ICC
6.1	Establish ICC's role as the East Ward hub for Newark 2020 to connect residents with local businesses and institutions for job placement and training opportunities	Immediate	Low	Low	ICC
6.2	Develop comprehensive services and programming to engage youth in the workforce	Immediate	Low	Low	ICC and Newark City of Learning Collaborative
6.3	Develop targeted strategies to engage the re-entry population and get them placed at local jobs	Short	Moderate	Low	ICC/Newark One Stop

Partners	Type	Immediate Step
DNAC, IBID, NCDEC	Project	Develop cohesive design strategy to coordinate Down Bottom Farms and future Ballentine gateway
DNAC, Div. of Traffic and Signals	Project	Market and distribute asset and resource map and meet with Traffic & Signals to develop implementation strategy
DNAC	Program	Coordinate a weekly bicycle ride + clean-up with Down Bottom Bike Crew leads
NJ Immigrant Justice Alliance; American Friends Service Committee; Newark Public Library	Program	Create an inventory of existing programs and services in the neighborhood
Newark Community Solutions, My Brother's Keeper	Program	Organize an Ironbound youth group visit to Newark Youth Court
HFA NWK, PLANewark, POP, NCAP, NJEJA; City of Newark	Policy	Create an inventory of existing and necessary boards, and schedule meetings with all existing oversight boards to identify their needs
Newark Department of Economic and Housing Development/NCEDC; IBID, Aero farms, Teixeira Bakery	Project	Regroup with Acme site owners to strategize bringing a supermarket back to the site
City of Newark, Sustainability Office	Project	Prioritize 2-3 key city-owned lots to propose community gardens
Tenant Associations, CAB, Ironbound Rec Center, ROC Fellowship	Program	Organize a CAB meeting to identify necessary updates to the guide
Conrail	Project	Reconvene project partners to strategize next steps.
Devils; Department of Recreation, Cultural Affairs, and Senior Services	Project	Organize a community recreation activity in the site to grow community support for a hub
NJ DEP and EIT; ICC; Environmental Commission	Project	Invite Newark DIG and Dept. of Engineering to CAB meeting to provide update on funded green infrastructure implementation along Ferry and Horatio Streets
City of Newark Office of Sustainability; NJ DEP; ICC; Environmental Commission; Newark Public Schools; Port Authority	Project	Invite Trust for Public Land to meet with Hawkins St. School parents, teachers, and administration to strategize on funding and city leadership; Research Port Authority mitigation funds
NCEDC, Developers	Project	Track developer interest, refine community plan structure, identify partners and ensure City of Newark is committed to vision.
NCEDC, Developers, Rising Tide Community Capital, Moms Who Hustle	Project	Schedule a community meeting with local entrepreneurs and determine their needs
NCEDC; Newark Jobs Connect; NWDB	Project	Establish a targeted outreach strategy to ensure residents know ICC is a Newark 2020 Hub
My Brother's Keeper; Education Institutions; Youthbuild	Project	Organize a strategy session with Rutgers, NJIT, and Essex College to review existing career pathways and programs
Newark One Stop; NWDB; Office of Re-Entry	Project	Organize a meeting with Newark One Stop Job Center to target East Ironbound re-entry population for job training

# APPENDIX IMPLEMENTATION MATRIX

7.1	Expand programs and financial services to support the growth of local businesses and entrepreneurs	Medium	High	Low	ICC
7.2	Improve storefronts and activate business corridors to encourage foot traffic and a better shopping experience	Short	Moderate	Low	ICC and NCEDC
7.3	Work with local artists to activate neighborhood corridors and key locations to establish an East Ironbound visual identity	Immediate	Low	Low	ICC
8.1	Implement traffic calming measures along Ferry Street, Raymond Boulevard, and Market Street	Short	Very High	Moderate	Div. of Traffic & Signals
8.2	Implement pedestrian safety measures around Hawkins Street Elementary School	Short	Very High	Moderate	Div. of Traffic & Signals
9.1	Improve streets that connect commercial and recreational corridors to encourage more physical and commercial activity	Medium	Very High	Moderate	Div. of Traffic & Signals
9.2	Better integrate Terrell Homes into the surrounding neighborhood	Medium	Very High	Moderate	ICC
9.3	Improve pedestrian access between Hyatt Court and the Ironbound Recreation Center	Medium	Very High	Moderate	ICC
10.1	Work with NHA and NPD to better assess and address public housing tenant safety concerns	Short	Moderate	Low	NHA
10.2	Work with NPD to improve community relations and implement conflict resolution and de-escalation training for officers	Short	Low	Low	ICC; N-CAP
11.1	Preserve and improve the existing stock of public housing in East Ironbound	Medium	Very High	Low	NHA
11.2	Establish a partnership with community groups to improve code enforcement for existing affordable homes	Short	Low	Low	ICC
12.1	Rehab existing properties to lease or sell homes to low-income households	Short	Moderate-High	Low	ICC/ICLT
12.2	Leverage vacant land and buildings to grow the Ironbound Community Land Trust's portfolio	Short	High	Low	ICC/ICLT
12.3	Advocate for new mixed-use development to include affordable live-work spaces for local artists and entrepreneurs	Medium	Low	Very Low	Developers
13.1	Provide relief for low-income homeowners	Short	Very High	Low	City
13.2	Implement a homebuyer-initiated program to expand the Ironbound Community Land Trust's portfolio	Medium	Low	Low	ICC
13.3	Implement shared equity programs for ensuring long-term affordable homes	Long	Moderate	Low	ICC

<b>Immediate</b>	<1 year	<b>Very Low</b>	<\$10k	<i>very low as easy to put together with mini grants and donations</i>
<b>Short</b>	1-3 years	<b>Low</b>	\$10k - \$100k	<i>Low as small and typical size grants</i>
<b>Medium</b>	3-6 years	<b>Moderate</b>	\$100k-\$500k	<i>Moderate as big grants</i>
<b>Long</b>	6-10 years	<b>High</b>	\$500k-\$1M	<i>high as neighborhood revitalization tax credit type of projects</i>
<b>Very Long</b>	10+ years	<b>Very High</b>	\$1M+	<i>and then very high as mega projects</i>

NCEDC; US SBA; NJ Community Capital; Accion	Program	Collect surveys and organize meetings and interviews with local business owners to understand their needs and priorities
US SBA; NJ Community Capital; NCEDC	Project	Work with Aspen Riverfront building owner and NCEDC to develop a storefront activation strategy
DNAC; Property Owners	Project	Complete 3 murals (ICC trailer, Ferry/Fleming/Chapel Triangle, Terrell Homes)
ICC	Project	Prioritize intersections in collaboration with residents and Newark Traffic & Signals
Newark Public Schools; ICC	Project	Prioritize intersections in collaboration with school officials, students and Newark Traffic & Signals
ICC; Property Owners; DNAC	Project	Conduct a needs assessment with residents to identify barriers to walking or biking
Div. of Traffic & Signals; Tenant Association	Project	Complete a needs assessment with Terrell Homes residents and overall plan with tenants, NHA, and City
Div. of Traffic & Signals	Project	Complete a needs assessment with residents surrounding the rec center
NPD; ICC; Tenant Association	Project	Include safety-related questions when completing a needs assessment with NHA tenants; Facilitate resident attendance at neighborhood-wide public safety meetings
NPD; Tenant Associations; NHA	Program	Utilize needs assessment to advocate for changes to training and improved relations
ICC; Tenant Associations; Developer; HUD; ICLT	Project	Establish preservation goals and plan with the Terrell Homes redevelopment consultants
Div. of Code Enforcement; Tenant Associations; CAPC	Program	Meet with the City's Office of Code Enforcement to define and implement a pilot program
CAPC; Dept. of Economic and Housing Development;	Project	Work with CAPC to finalize rehab for four CLT properties in East Ironbound
CAPC; Dept. of Economic and Housing Development	Project	Identify vacant parcels with development potential within the neighborhood
ICC; Dept. of Economic and Housing Development; NCEDC	Program + Project	Meet with artist collectives, small businesses, and entrepreneurs to develop goals and outreach material to approach developers
ICC	Policy + Program	Develop advocacy campaign and organize homeowners
Dept. of Economic and Housing Development	Program	Identify funding sources and the portfolio growth necessary for ICLT sustainability.
Dept. of Economic and Housing Development	Project	Review and assess common deed or limited equity co-op restrictions and their impact on long-term affordability

# APPENDIX POTENTIAL FUNDING SOURCES

## COMMUNITY CONNECTIONS + SERVICES

- Wells Fargo Regional Foundation
- New Jersey Community Capital
- Ironbound Community Corporation funds
- Newark Public Library
- Victoria Foundation
- Healthcare foundations
- Horizon Foundation
- New Jersey Department of Children and Families
- U.S. Department of Health & Human Services - Office of Community Services
- Bank of America Charitable Foundation
- JPMorgan Chase & Co. Corporate Responsibility
- PNC Foundation
- Surdna Foundation
- Ben & Jerry's Foundation
- Local Initiatives Support Corporation

## HEALTHY ENVIRONMENT

- Wells Fargo Regional Foundation
- New Jersey Tree Foundation
- Cities of Service
- Environmental Infrastructure Trust
- Port Settlement Funds
- Green Acres
- Trust for Public Land
- Victoria Foundation
- Community Development Block Grant
- Community Development Block Grant – Disaster Recovery
- New Jersey Department of Environmental Protection
- U.S. Department of Health & Human Services - Office of Community Services
- Bank of America Charitable Foundation
- Surdna Foundation
- Ben & Jerry's Foundation
- Development impact fees
- Tax revenue earmarked in general fund
- Environmental settlement penalties
- Earmark municipal services revenue
- KaBOOM!

## ECONOMIC EMPOWERMENT

- Wells Fargo Regional Foundation
- New Jersey Community Capital
- New Jersey Economic Development Authority
- Neighborhood Revitalization Tax Credit
- Community Development Block Grant
- Community Development Block Grant – Disaster Recovery
- Catholic Campaign for Human Development
- U.S. Department of Health & Human Services - Office of Community Services
- Bank of America Charitable Foundation
- JPMorgan Chase & Co. Corporate Responsibility
- PNC Foundation
- Surdna Foundation
- Ben & Jerry's Foundation
- Local Initiatives Support Corporation
- Citizens Bank

## **SAFE + WALKABLE NEIGHBORHOOD**

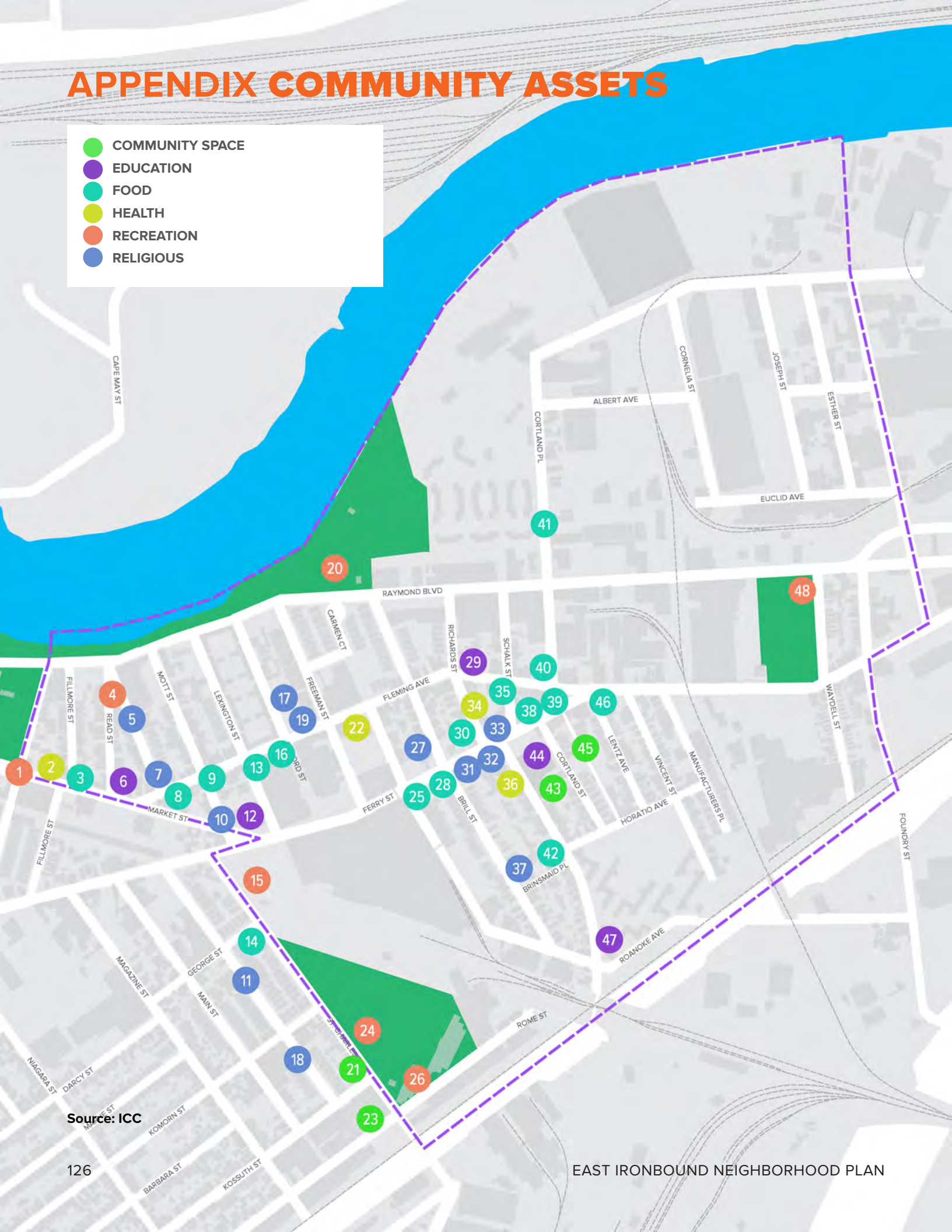
- Wells Fargo Regional Foundation
- North Jersey Transportation Planning Authority
- City of Newark Division of Traffic and Signals
- New Jersey Department of Transportation
- City of Newark Division of Traffic and Signals
- North Jersey Transportation Planning Authority
- MetLife Foundation
- Local Initiatives Support Corporation
- U.S. Department of Justice
- Bank of America Charitable Foundation
- Development impact fees
- Tax revenue earmarked in general fund
- Environmental settlement penalties
- Earmark municipal services revenue

## **HOMES FOR ALL**

- Wells Fargo Regional Foundation
- New Jersey Community Capital
- Prudential Foundation
- Capital One
- Wells Fargo Housing Foundation
- Rental Assistance Demonstration (RAD-HUD)
- Neighborhood Revitalization Tax Credit
- Community Development Block Grant
- Community Development Block Grant – Disaster Recovery
- Home Depot Foundation
- Center for Community Progress
- Self-Help Homeownership Opportunity Program (SHOP-HUD)
- U.S. Department of Health & Human Services - Office of Community Services
- TD Bank
- Bank of America Charitable Foundation
- JPMorgan Chase & Co. Corporate Responsibility
- PNC Foundation
- New Jersey Department of Community Affairs
- Local Initiatives Support Corporation
- Citizens Bank

# APPENDIX COMMUNITY ASSETS

- COMMUNITY SPACE
- EDUCATION
- FOOD
- HEALTH
- RECREATION
- RELIGIOUS



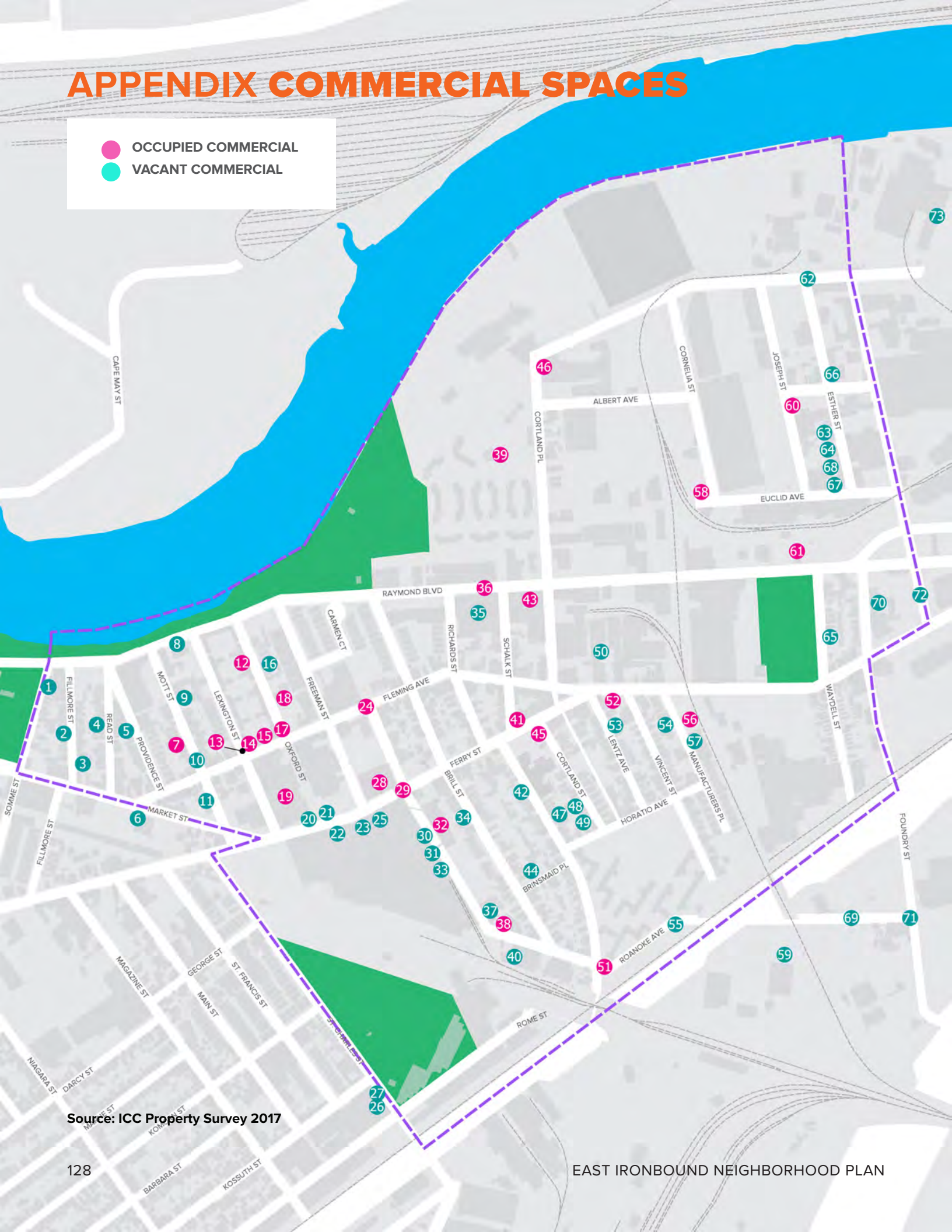
Source: ICC

# APPENDIX COMMUNITY ASSETS

1. Riverbank Park	Recreation	618 Market St
2. NJ Heart Adult & Pediatric Cardiology	Health	635 Market St
3. El New Jerasano	Food	643 Market St
4. Ironbound Boys and Girls Club	Recreation	11 Providence St
5. The Salvation Army	Religious	11-27 Providence St
6. Alfa and Omega Christian School	Education	4 Fleming Ave
7. Third Pentecostal Church	Religious	2-6 Fleming Ave
8. Banzal Sushi Japanese Restuarant	Food	671 Market St
9. Jordan's Bakery	Food	27 Fleming Ave
10. Kingdom Hall	Religious	65-77 Mott St
11. The Universal Church	Religious	55-57 ST Francis St
12. IEP Early Education Center	Education	697 Market Street
13. Las Americas Food Center	Food	43 Fleming Ave
14. Right Spot Cafe and Deli	Food	37 St. Charles St
15. Down Bottom Farms	Recreation	26 St. Charles St
16. Casa Humitas Restaurant	Food	55 Fleming Ave
17. Christian Congregation	Religious	36-40 Oxford St
18. Maranatha Fellowship	Religious	95-97 ST Francis St
19. St Aloysius Church	Religious	60-66 Fleming Ave
20. Riverfront Park	Recreation	Raymond Blvd between Freeman and Somme
21. Casa do Minho	Community Space	109 Saint Charles St
22. Catholic Charities Behavioral Health	Health	58 Freeman St
23. Club Ribatejo	Community Space	156 Rome Street
24. Ironbound Rec Soccer Field	Recreation	46-132 St. Charles St
25. Ferry Diner	Food	449 Ferry St
26. Ironbound Recreation Center	Recreation	226 Rome St
27. Assemblia De Deus Vida Em Cristo	Religious	67 Brill St
28. Yuca Grocery	Food	465 Ferry St
29. Ministerio Internacional El Shaddai-Newark	Education	124 Fleming Ave
30. Vic's Cafe	Food	478 Ferry St
31. Dutch Reformed Church	Religious	479 Ferry St
32. Trinity Church	Religious	483 Ferry St
33. Sacred Brothers in Christ Church	Religious	484-490 Ferry St
34. Angelo's Pharmacy	Health	492 Ferry St
35. Fernandes Cafe	Food	141 Fleming Ave
36. Jordan & Harris Community Health Center	Health	11 Hawkins St
37. Reformed Church of Highland Park	Religious	134 Brill St
38. Jade Garden	Food	508 Ferry St
39. Met Supermarket	Food	514 Ferry St
40. Fernandes Steak House	Food	158 Fleming Ave
41. Bodega Chapel	Food	68 Chapel St
42. Hawkins Supermarket	Food	61 Hawkins St
43. Family Success Center - East	Community Space	29 Cortland St
44. Hawkins Street School	Education	Hawkins St.
45. American Legion	Community Space	20-48 Cortland Pl
46. Otra Casita Restaurant	Food	533 Ferry St
47. Head Start, Hyatt Ct.	Education	2 Roanoke Ct
48. Hayes Park East	Recreation	Between Ferry and Market at Waydell

# APPENDIX COMMERCIAL SPACES

- OCCUPIED COMMERCIAL
- VACANT COMMERCIAL



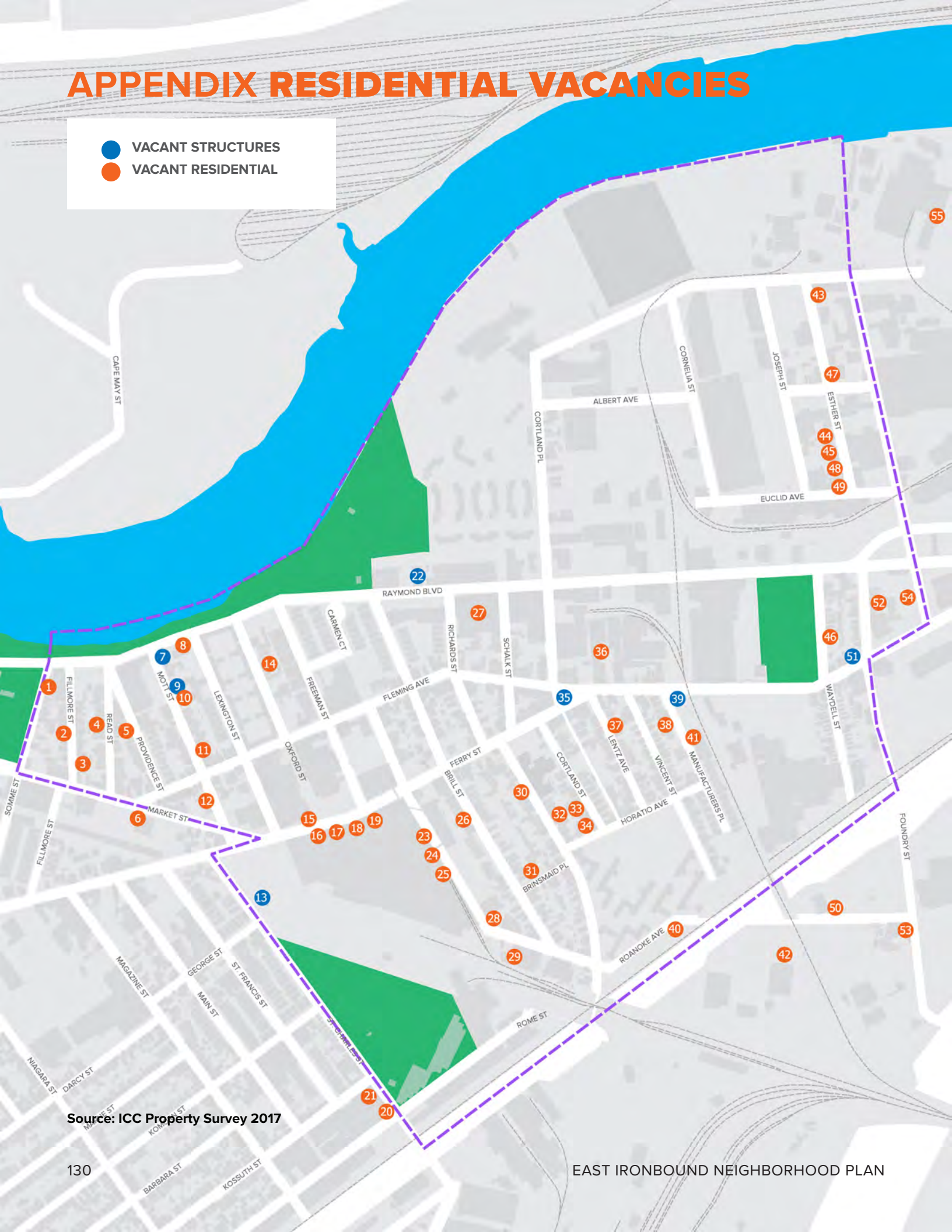
Source: ICC Property Survey 2017

# APPENDIX COMMERCIAL SPACES

1. E C P autoservice, 12 Somme St
2. 31 Fillmore St
3. 46 Fillmore St
4. independent electrical co, 27 Read St
5. 29 Providence St
6. 654-668 Market St
7. 41 Mott St
8. J&B Auto Repair and Body, 13 Lexington St
9. 24 Mott St
10. Public Auction, 50 Mott St
11. Kingdom Hall of Jehova's Witnesses, 67 Mott St
12. Aspen River Park Apartments, 17 Oxford St
13. 48 Fleming Ave
14. 50 Fleming Ave
15. 52 Fleming Ave
16. 24 Oxford St
17. 54-58 Fleming Ave
18. Christian Congregation in the United States, 36-40 Oxford St
19. 400 Ferry St
20. Easy Pickins Warehouse, 420 Ferry St
21. 405 Ferry St
22. KCS Metal Products, 415 Ferry St
23. Olek, 425 Ferry St
24. 85 Fleming Ave
25. Peerless Umbrellas, 427 Ferry St
26. 127 St. Charles St
27. 125 St. Charles St
28. Skip Gambert & Associates, 436 Ferry St
29. 429-447 Ferry St
30. Abby Bindery, 121 Christie St
31. One Stop Logistics, 123 Christie St
32. WG Moving Inc, 122-126 Christie St
33. Peerless Umbrellas, 89 - 119 Christie St
34. 101 Brill St
35. L A Piccirillo Inc, 10-12 Richard St
36. 472-496 Raymond Blvd
37. Real Kosher LLC, 146 Christie St
38. 148 Christie St
39. 35 Riverview Ct
40. Red Trucking Corp., 135 Christie St
41. 500 Ferry St
42. 23 Hawkins St
43. 41 Chapel St
44. 10 Brinsmaid Pl
45. 505 Ferry St
46. 140 Chapel St
47. 40 Hawkins St
48. 43 Cortland St
49. 43 1/2 Cortland St
50. Allitex LLC, 528 Ferry St
51. 2 Roanoke Ave
52. 539 Ferry St
53. 18 Lentz Ave
54. Manufacturers Recycle Center LLC, 15 Manufacturers Pl
55. Bristol Donald Co, 50-74 Roanoke Ave
56. 10 Manufacturers Pl
57. Two Tone Contracting Corp, 20-22 Manufacturers Pl
58. 1 Cornelia St
59. 94 Roanoke Ave
60. 91 Albert Ave
61. Gulf, 349 Raymond Blvd
62. Lubriplate Lubricants, 101 Lister Ave
63. 23 Esther St
64. 19 Esther St
65. 30 Waydell St
66. Copa Inc, 108 Albert Ave
67. 9 Esther St
68. 13 Esther St
69. 117 Roanoke Ave
70. Uni Tri General Contractor Inc, 16 Foundry St
71. 128-144 Roanoke Ave
72. N&G Iron Works, 24 Lockwood St
73. Benjamin Moore Paints, 134 Lister Ave

# APPENDIX RESIDENTIAL VACANCIES

- VACANT STRUCTURES
- VACANT RESIDENTIAL



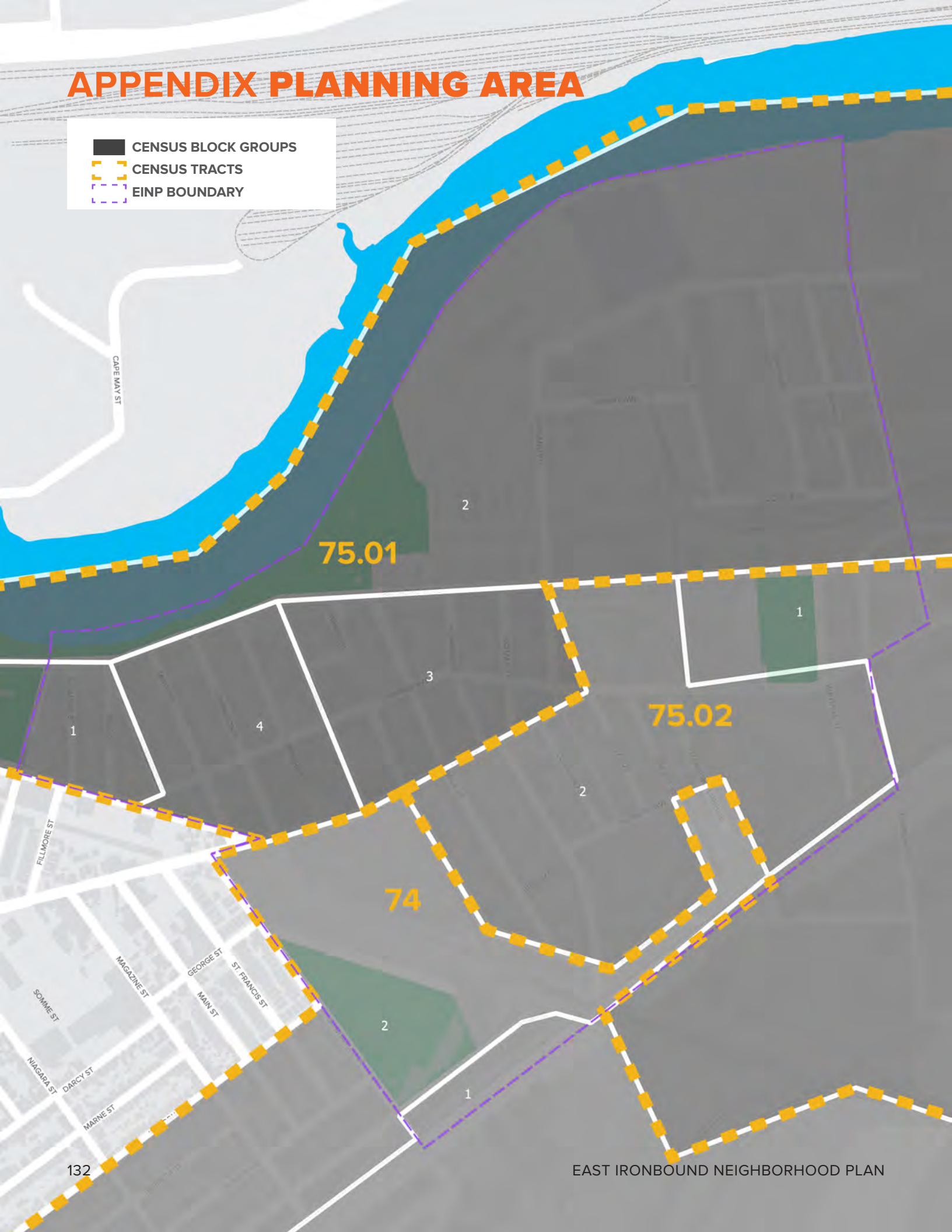
Source: ICC Property Survey 2017

# APPENDIX RESIDENTIAL VACANCIES

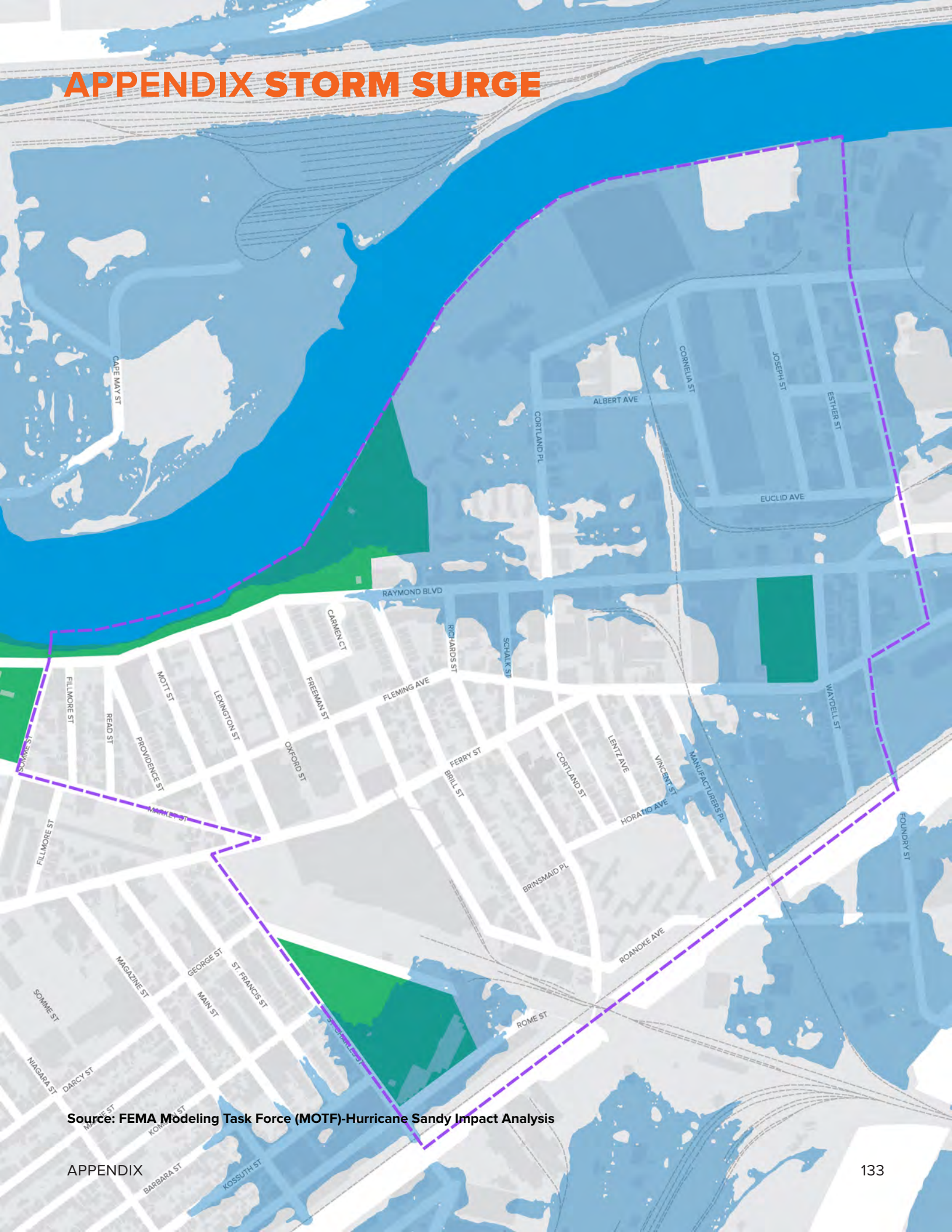
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3. 46 Fillmore St
4. 27 Read St
5. 29 Providence St
6. 654-668 Market St
7. 2 Mott St
8. 13 Lexington St
9. 18 Mott St
10. 24 Mott St
11. 50 Mott St
12. 67 Mott St
13. 26 St. Charles St
14. 24 Oxford St
15. 420 Ferry St
16. 405 Ferry St
17. 415 Ferry St
18. 425 Ferry St
19. 427 Ferry St
20. 127 St. Charles St
21. 125 St. Charles St
22. 525 Raymond Blvd
23. 121 Christie St
24. 123 Christie St
25. 89 - 119 Christie St
26. 101 Brill St
27. 10-12 Richard St
28. 146 Christie St
29. 135 Christie St
30. 23 Hawkins St
31. 10 Brinsmaid Pl
32. 40 Hawkins St
33. 43 Cortland St
34. 43 1/2 Cortland St
35. 522 Ferry St
36. 528 Ferry St
37. 18 Lentz Ave
38. 15 Manufacturers Pl
39. 561 Ferry St
40. 50-74 Roanoke Ave
41. 20-22 Manufacturers Pl
42. 94 Roanoke Ave
43. 101 Lister Ave
44. 23 Esther St
45. 19 Esther St
46. 30 Waydell St
47. 108 Albert Ave
48. 9 Esther St
49. 13 Esther St
50. 117 Roanoke Ave
51. 648 Ferry St
52. 16 Foundry St
53. 128-144 Roanoke Ave
54. 24 Lockwood St
55. 134 Lister Ave
56. 260 Raymond Blvd

# APPENDIX PLANNING AREA

- CENSUS BLOCK GROUPS
- CENSUS TRACTS
- EINP BOUNDARY

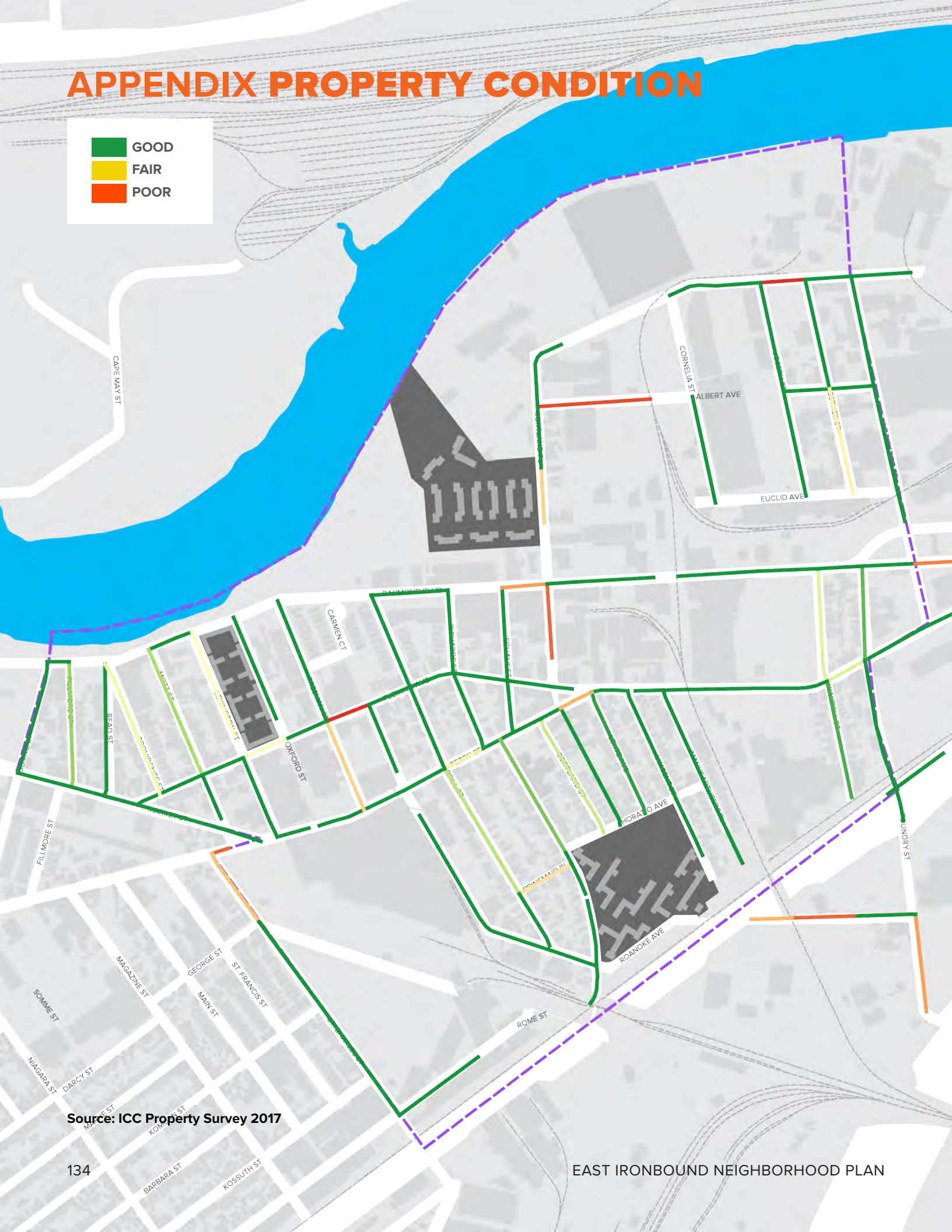
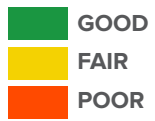


# APPENDIX STORM SURGE

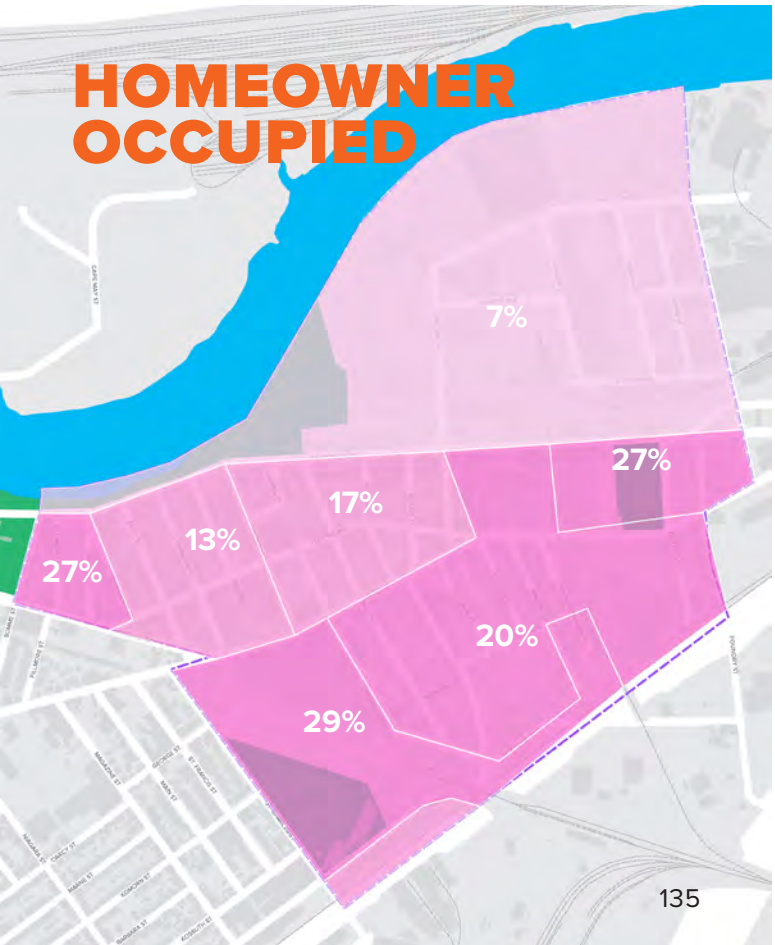
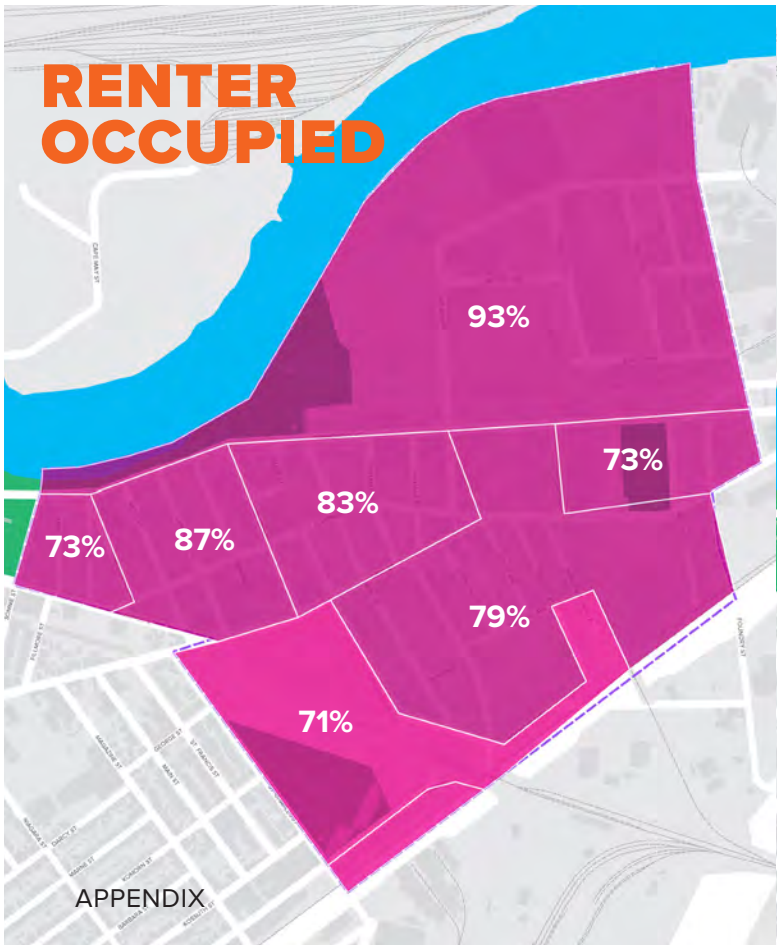
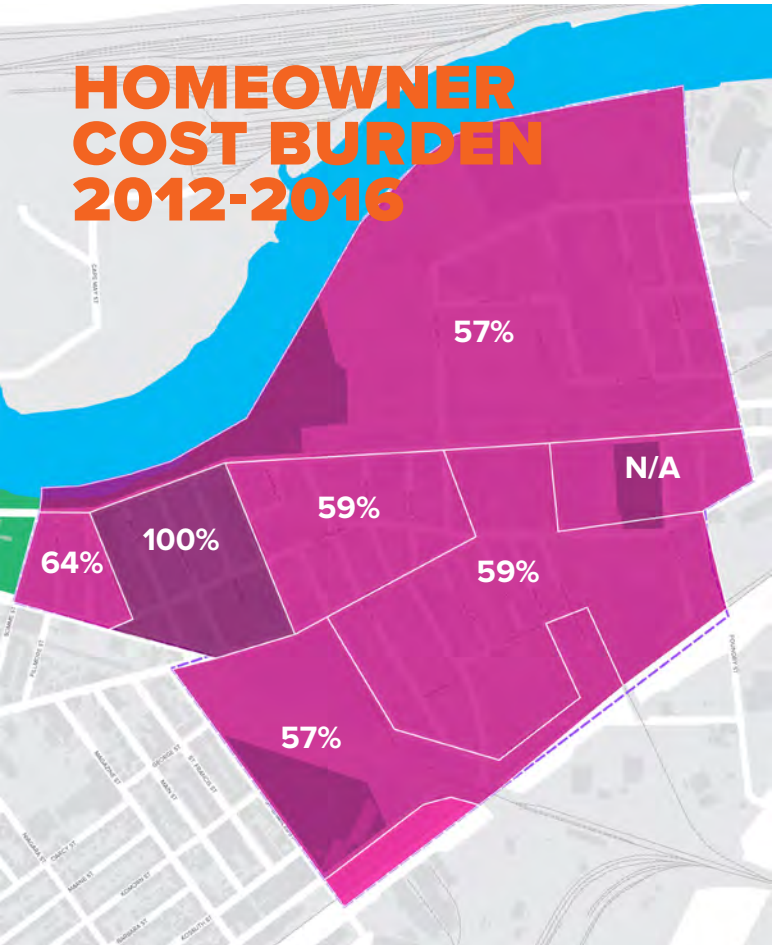
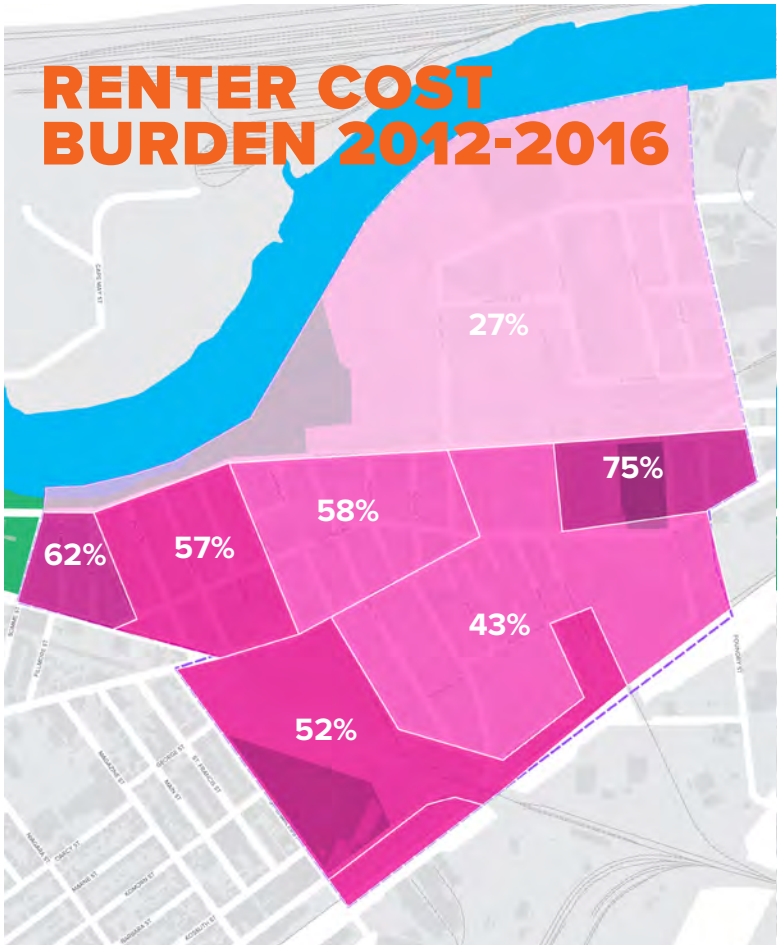


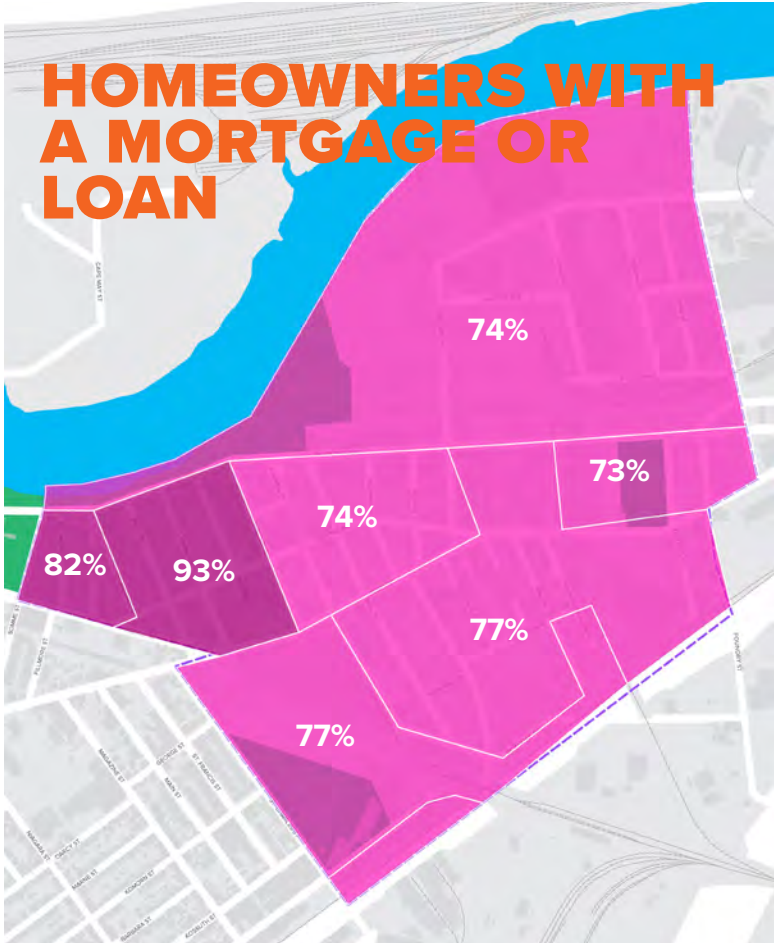
Source: FEMA Modeling Task Force (MOTF)-Hurricane Sandy Impact Analysis

# APPENDIX PROPERTY CONDITION

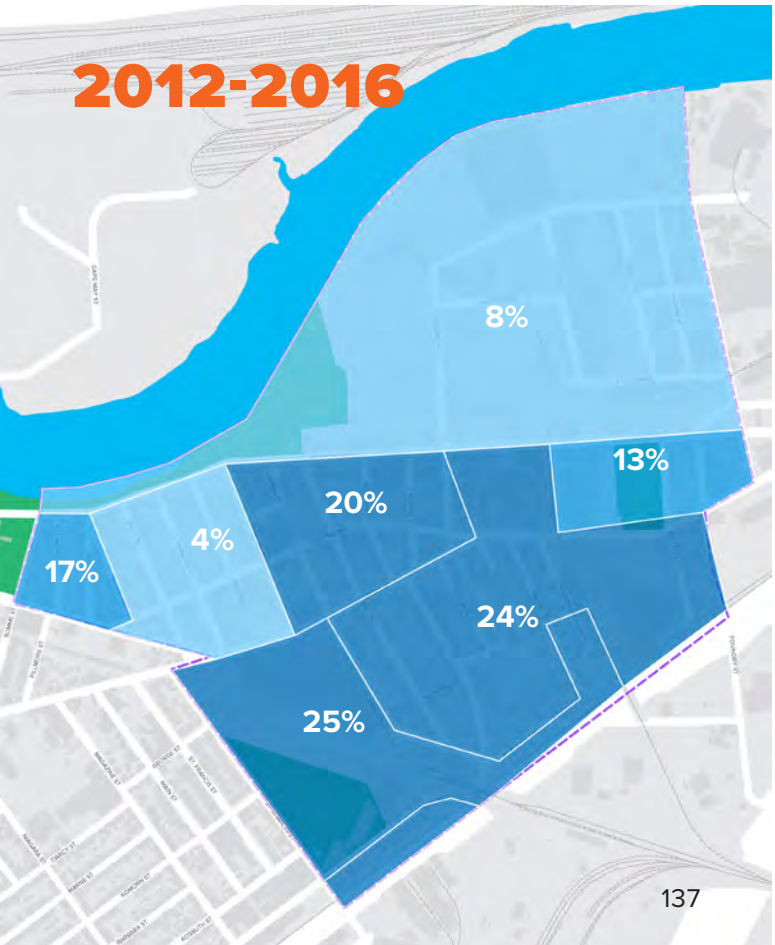
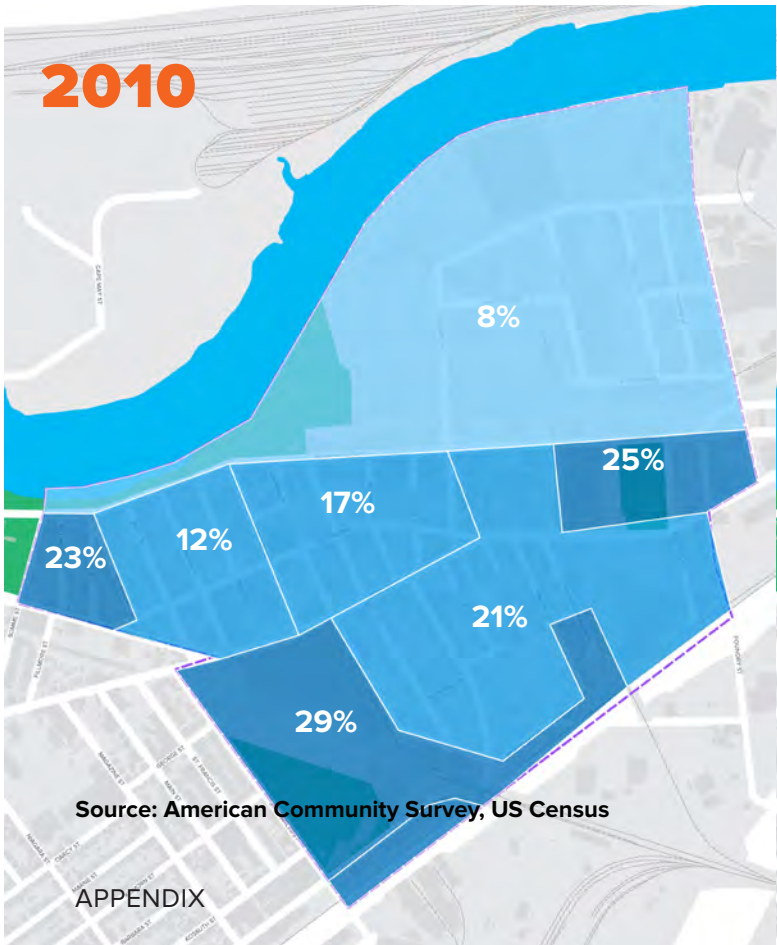
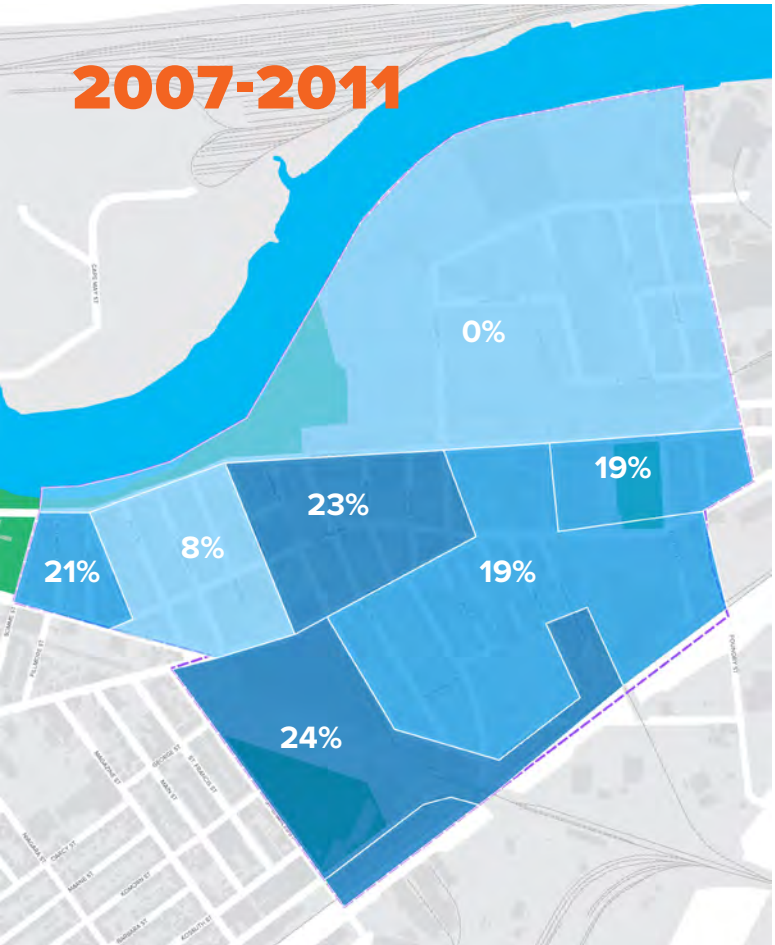
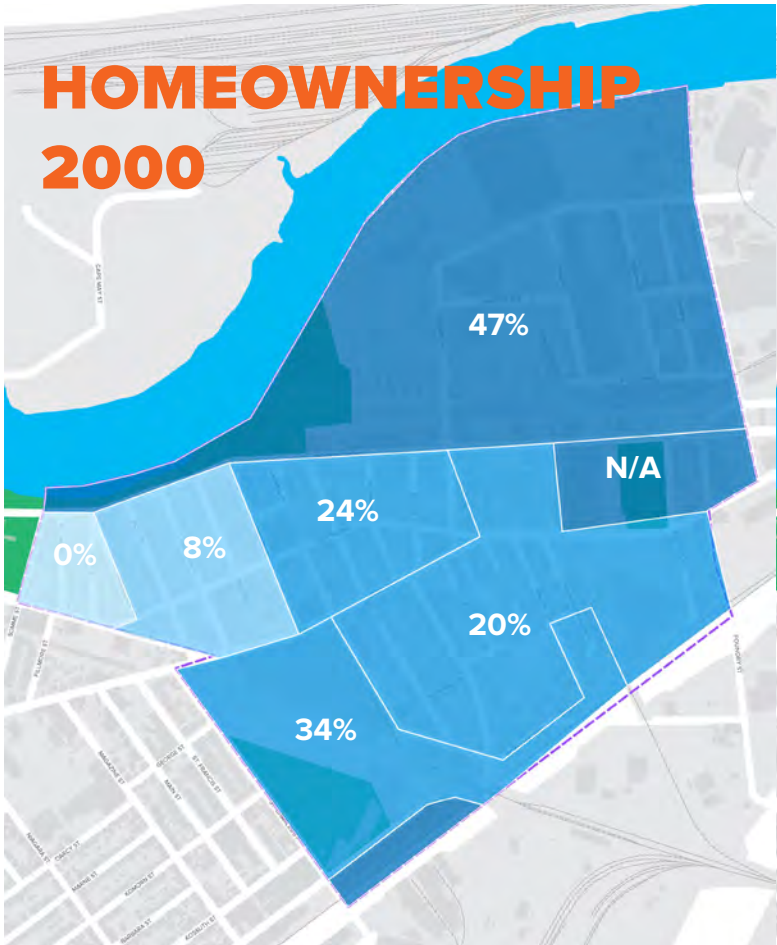


Source: ICC Property Survey 2017





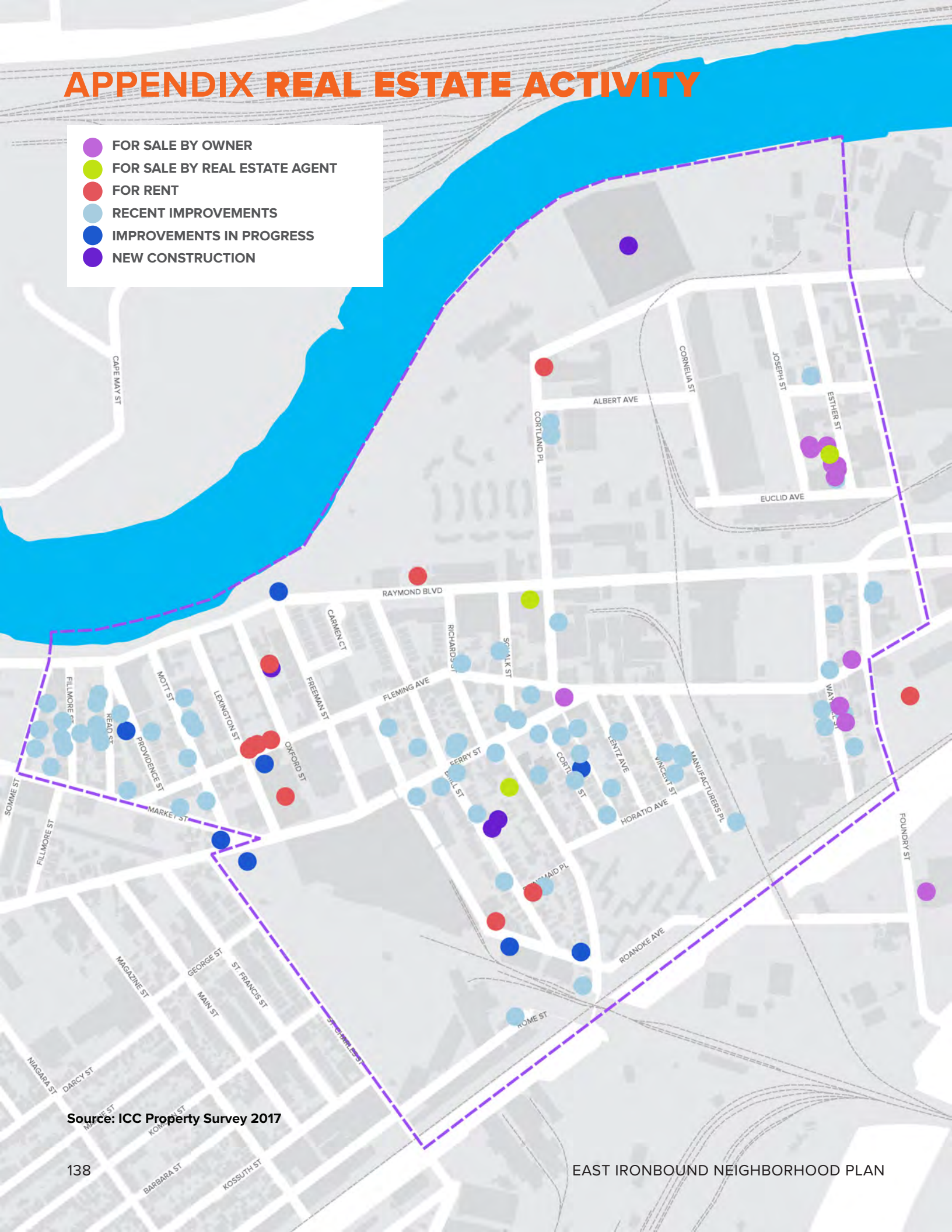
Source: American Community Survey, US Census



Source: American Community Survey, US Census

# APPENDIX REAL ESTATE ACTIVITY

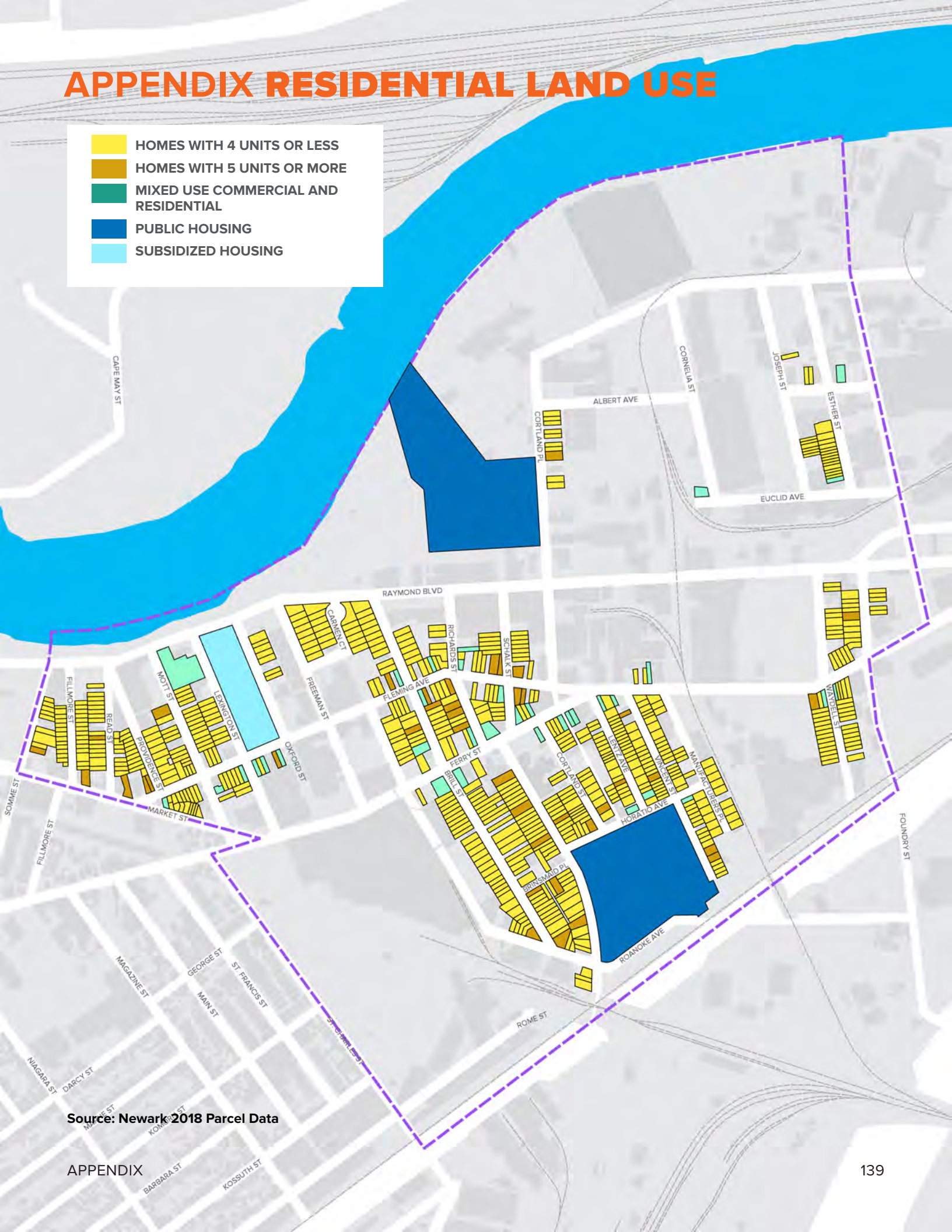
- FOR SALE BY OWNER
- FOR SALE BY REAL ESTATE AGENT
- FOR RENT
- RECENT IMPROVEMENTS
- IMPROVEMENTS IN PROGRESS
- NEW CONSTRUCTION



Source: ICC Property Survey 2017

# APPENDIX RESIDENTIAL LAND USE

- HOMES WITH 4 UNITS OR LESS
- HOMES WITH 5 UNITS OR MORE
- MIXED USE COMMERCIAL AND RESIDENTIAL
- PUBLIC HOUSING
- SUBSIDIZED HOUSING

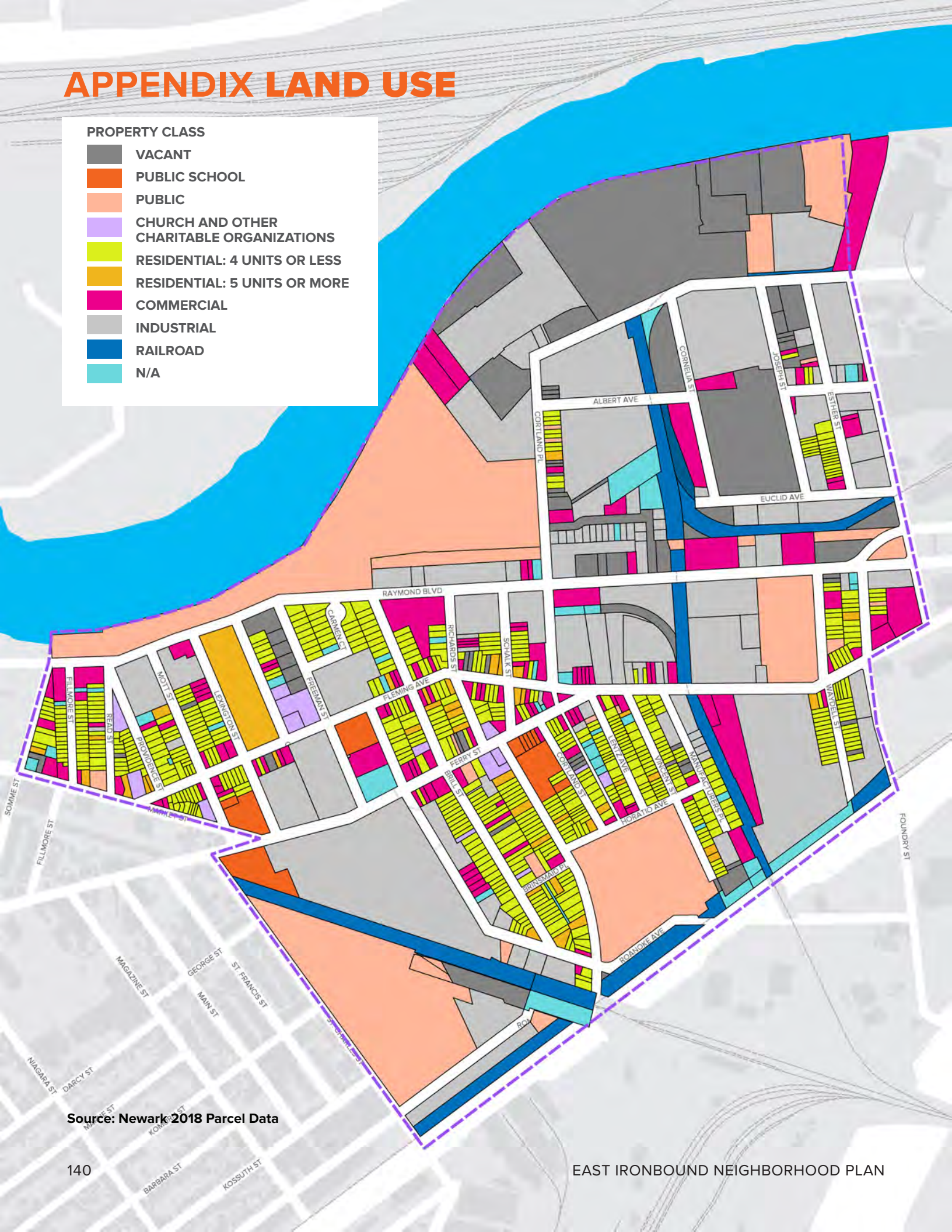


Source: Newark 2018 Parcel Data

# APPENDIX LAND USE

## PROPERTY CLASS

- VACANT
- PUBLIC SCHOOL
- PUBLIC
- CHURCH AND OTHER CHARITABLE ORGANIZATIONS
- RESIDENTIAL: 4 UNITS OR LESS
- RESIDENTIAL: 5 UNITS OR MORE
- COMMERCIAL
- INDUSTRIAL
- RAILROAD
- N/A



Source: Newark 2018 Parcel Data

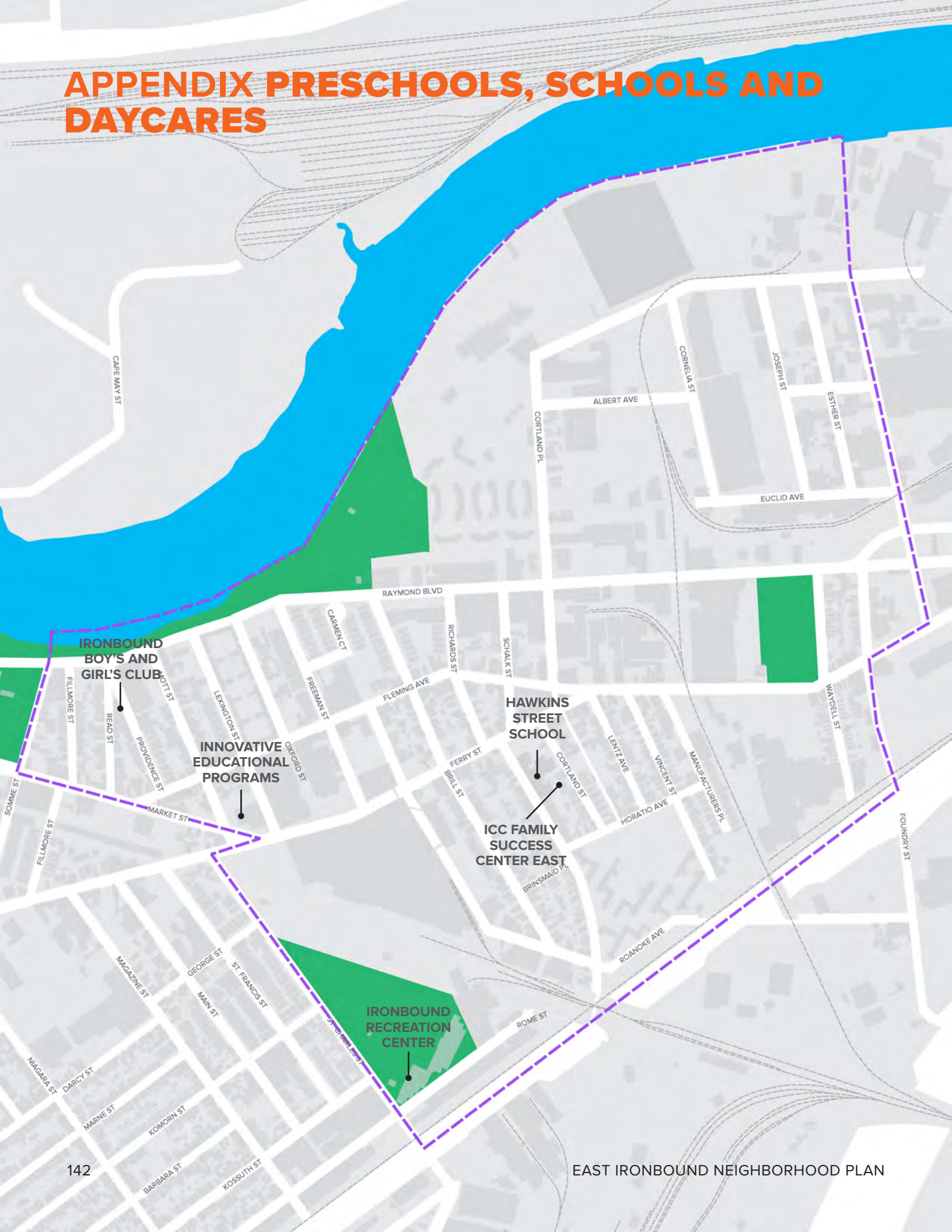
# APPENDIX COMMERCIAL TYPES

- HEALTH
- MINIMART
- RESTAURANT, CAFE, OR BAKERY
- BAR, LIQUOR STORE OR ADULT ENTERTAINMENT
- SOCIAL CLUB

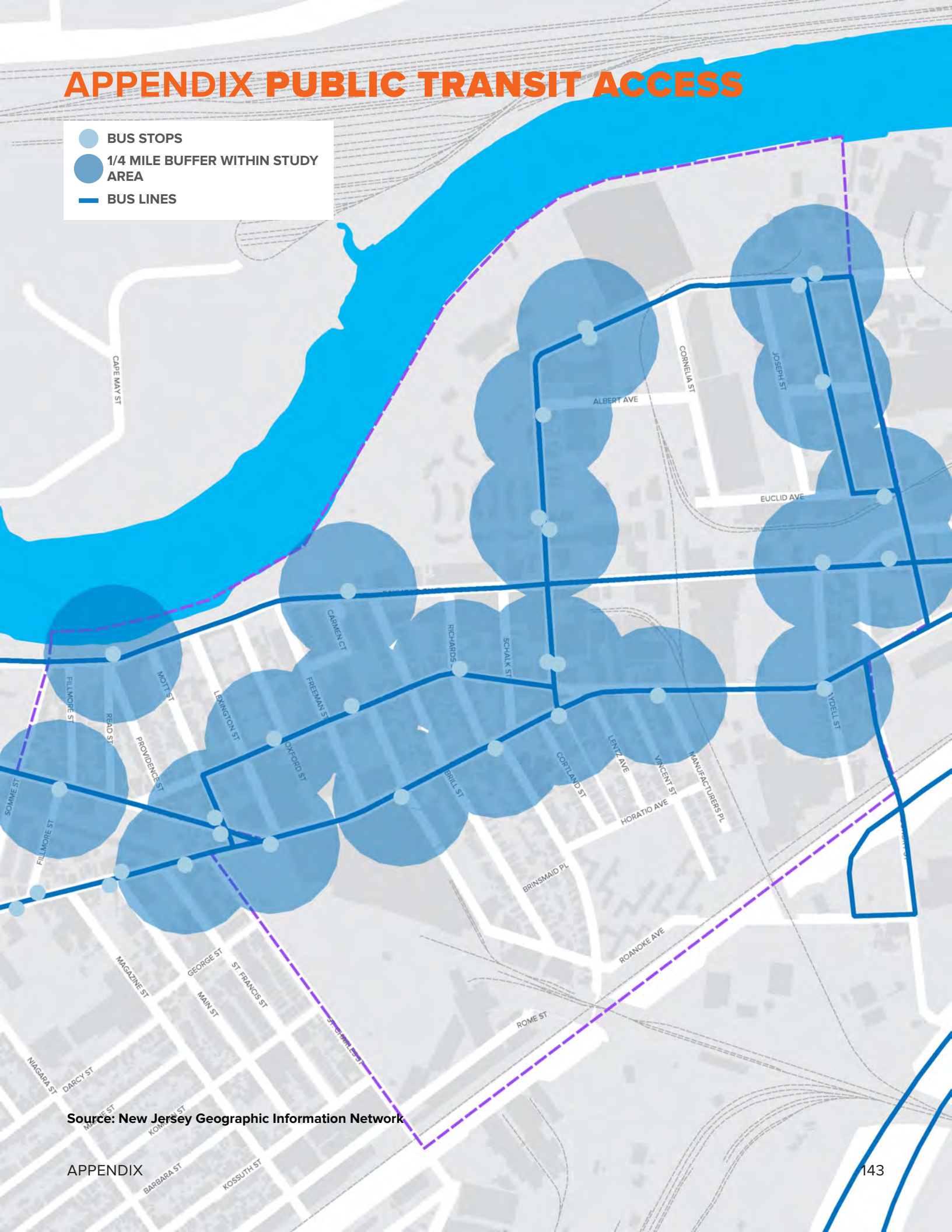
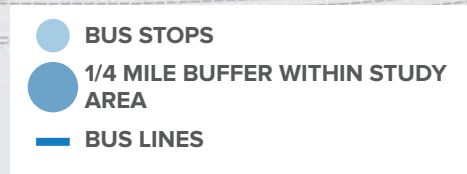


Source: ICC, Newark 2018 Parcel Data

# APPENDIX PRESCHOOLS, SCHOOLS AND DAYCARES



# APPENDIX PUBLIC TRANSIT ACCESS



Source: New Jersey Geographic Information Network

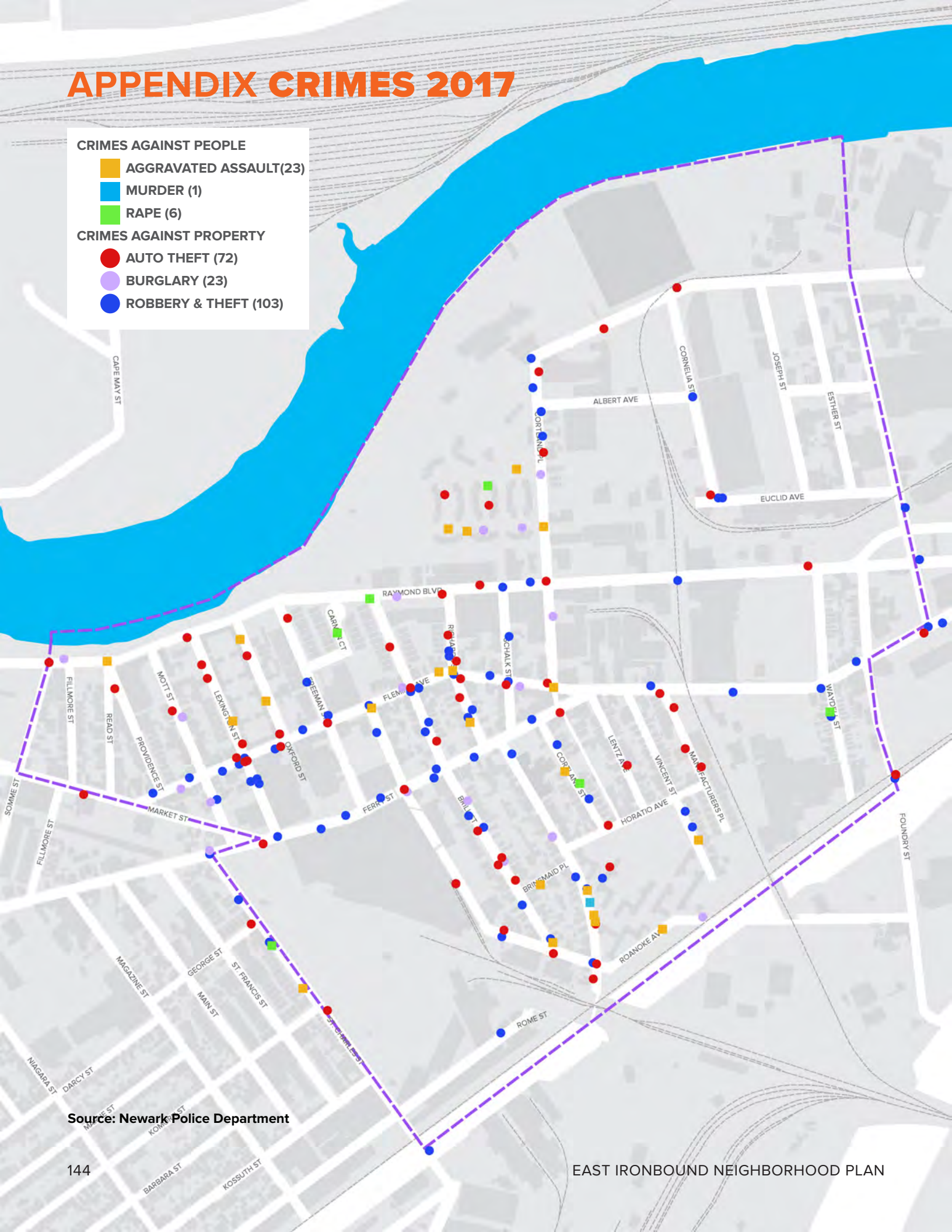
# APPENDIX CRIMES 2017

## CRIMES AGAINST PEOPLE

- AGGRAVATED ASSAULT(23)
- MURDER (1)
- RAPE (6)

## CRIMES AGAINST PROPERTY

- AUTO THEFT (72)
- BURGLARY (23)
- ROBBERY & THEFT (103)



Source: Newark Police Department

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RAYMOND BOULEVARD



HESTER ST

MARKET STREET



ST. CHARLES STREET