



ROSA PARKS

Prepared for the NJ NRTC Program
June 2023

**NOTICE OF DRAFT NEIGHBORHOOD PLAN
FOR PUBLIC REVIEW**

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Notice of Draft Plan for Review

This draft plan document was prepared by Passaic County Habitat. It is available for public review and comment in contemplation of its submittal on or around June 30, 2023, to the New Jersey Department of Community Affairs (DCA) to enable Passaic County Habitat's participation in the Neighborhood Revitalization Tax Credit Program. This draft plan is also available to the public in electronic format on Habitat's website: <https://www.habitatpc.org/rosaparks>

This draft plan is also available for review in hard copy format during the normal operating hours of the following location:

- **Passaic County Habitat for Humanity Office**, 146 North 1st Street

Any members of the public who would like to learn more or offer comment about this draft plan are invited to a community meeting to be held on **Saturday, June 3rd at 11:00 am at St. Luke Baptist Church, 139 Carroll St., Paterson.**

Members of the public can also submit written comments on this draft by email to steve@habitatpc.org, fax to (973) 595-0974, or by regular mail to the following address:

Stephen Kehayes
Attn: Neighborhood Plan
PO Box 2585, Paterson NJ 07509

For ease of reading, the sections of this draft document have been reordered from the ordering outlined by the DCA in its "Neighborhood Plan Application Guidelines" document.

Executive Summary

The Rosa Parks Neighborhood is a diverse community of 8,148 residents, including long-time African American residents and a growing Spanish-speaking community. The neighborhood is a working-class community reflective of the industrial roots of the City of Paterson. Like other urban neighborhoods, Rosa Parks confronts challenges related to low-wage jobs, a lack of affordable housing, substance abuse, and crime. However, the community also has a history of strong community leaders working to change their community. Nonprofits and community organizations are investing in the community in various ways. Recent years have also seen an infusion of private investment in Rosa Parks, making it one of the city's fastest-growing neighborhoods in terms of population growth and construction activity.

Passaic County Habitat, a neighborhood revitalization leader, continues to increase homeownership opportunities and supports local organizations like the Crime Prevention Through Environmental Design (CPTED) committee, Operation Ceasefire Committee, and Paterson Healing Collective to make a difference in the community. In the Fall of 2022, Passaic County Habitat embarked on a community-centered neighborhood planning process to produce a neighborhood plan to become eligible for the Neighborhood Revitalization Tax Credit Program. The planning process started with two days of soliciting community input on the neighborhood's challenges, needs, and desires through planning engagement exercises embedded in community events. The process then proceeded with eleven community/focus meetings over the next eight months. The planning process also involved online and in-person surveys and a youth podcast.

The resident-driven planning process culminated in the creation of the following strategies to address the issues most important and impactful to residents:

Proposed Goals and Strategies

Through this neighborhood plan, the residents and stakeholders of Rosa Parks seek to achieve the following goals over the next decade:

Goals # 1: Housing for All

Strategy 1.1: To strategically maintain a spectrum of affordable housing options that meet the needs of all residents.

Strategy 1.2: Maintain and Increase Homeownership

Goals # 2: Public Safety

Strategy 2.1: Support Community Public Safety Efforts

Strategy 2.2: Engage and influence the Paterson Police Department and the Attorney General's office in the development of a community-centered policing program.

Goals # 3: Economic Development

Strategy 3.1: Provide community residents with an opportunity to take advantage of employment training programs that support obtaining and advancing in “Good Jobs” in the region.

Strategy 3.2: Create a Strong Vibrant Business Environment

Strategy 3.3: Provide Support for Business Development, entrepreneurship, and social entrepreneurship.

Goals# 4: Building a Stronger Community

Strategy 4.1: Community Building

Strategy 4.2: Events and Celebrations

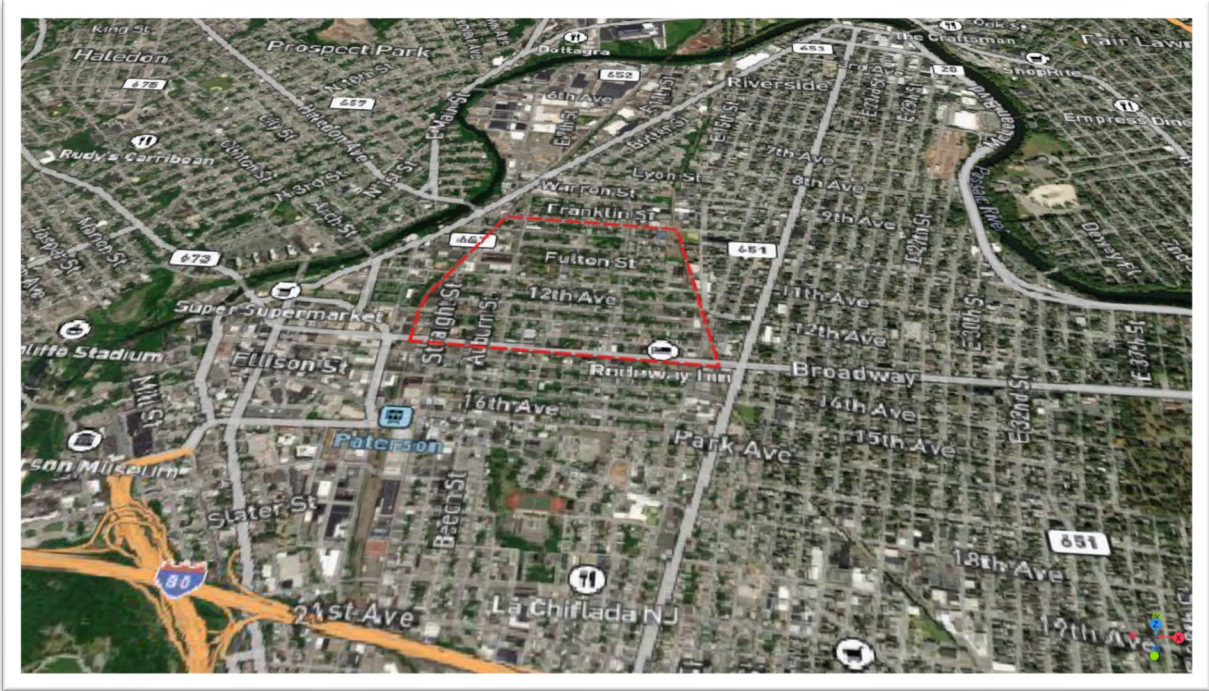
Strategy 4.3: Create a Healthier Neighborhood

Strategy 4.4: Increase the Access and Use of Neighborhood Parks and Public Open Spaces

Strategy 4.5: Youth

Strategy 4.6: Ensure an intergenerational Lens is Used to Develop Activities Outlined in the Strategies for this Plan and Specialized Senior Services are Provided.

Neighborhood Description



Neighborhood Description

The Rosa Parks Neighborhood sits within the northwest quadrant of the City of Paterson, one of the oldest industrial cities in America. Trapezoidal in shape, the neighborhood is bordered to the west by the NJ Transit mainline railroad and to the east by the New York, Susquehanna, and Western Railway (NYSW). The neighborhood is bordered to the north by properties on both sides of Lafayette Street and to the south by both sides of Martin Luther King Boulevard. The neighborhood has two primary commercial districts Martin Luther King Boulevard and Rosa Parks Boulevard. Downtown Paterson and the Ward Street train station are close to the neighborhood, as is the Passaic River. Within three miles of the neighborhood regional highways like Interstate 80, Route 4, and Route 21 provide access to major employment hubs.

In regard to US Census geography, the boundaries of the Rosa Parks Neighborhood align very closely with the boundaries of US Census Tracts 1814 and 1815.

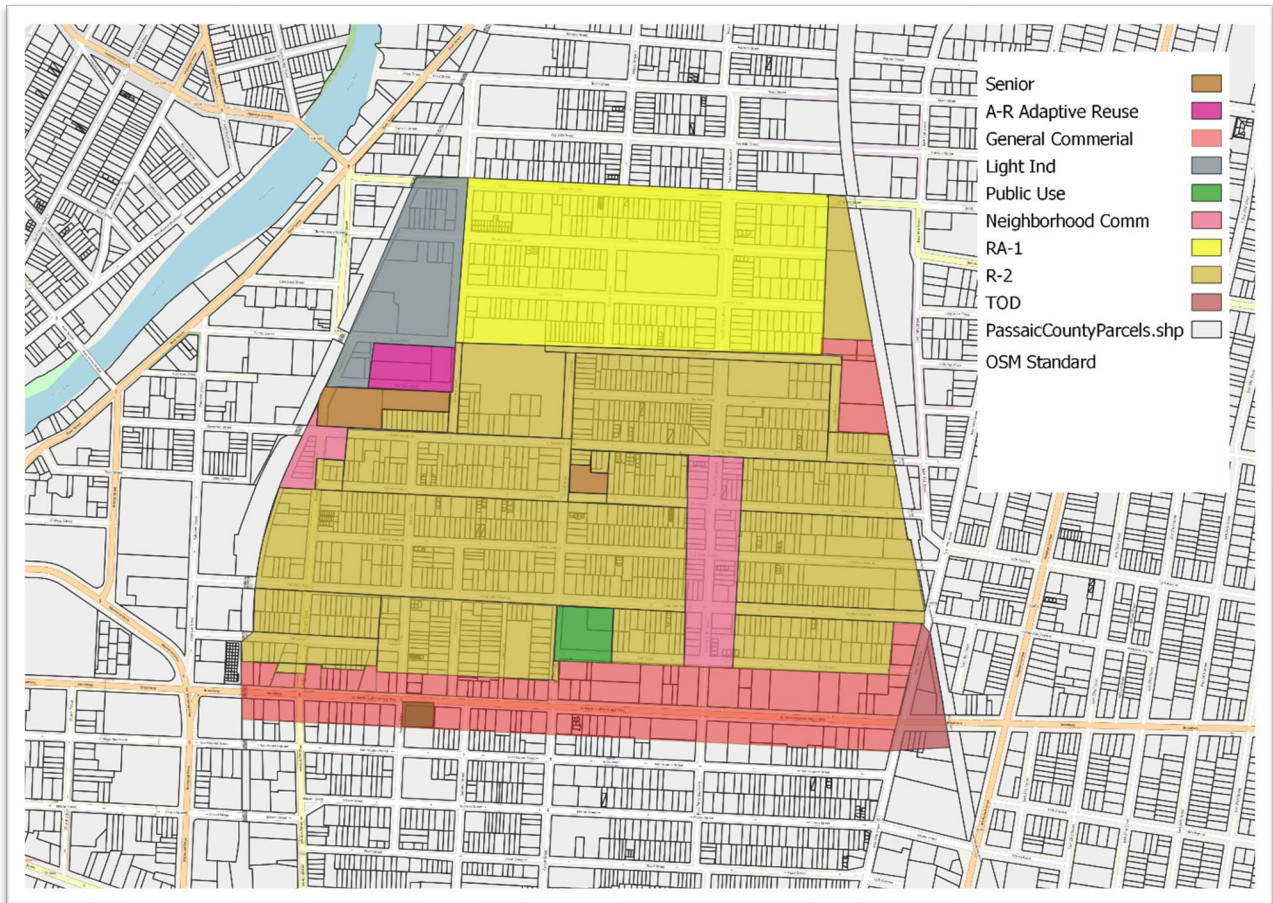


Land Use & Zoning

The Rosa Parks Neighborhood is primarily residential, with one-to-four-unit residential uses and apartments making up 45% of the acreage in the neighborhood. Commercial and industrial uses make up 21% of the neighborhood acreage and are generally concentrated along the business corridors of Broadway, Rosa Park Boulevard and Straight Street. Church, charitable, and public uses collectively make up 21% of land use by acreage.

Property Class		Acreage	% Total Neighborhood Acreage	Number of Parcels
1	Vacant Lot	11	8.4%	147
2	Residential, 1-4 Units	46	35.9%	661
4A	Commercial	20	15.7%	161
4B	Industrial	7	5.4%	11
4C	Apartments	12	9.3%	50
15A	Public School	1	0.9%	2
15C	Public Property	14	10.7%	44
15D	Church and Charitable	13	9.8%	84
	Other	4	3.7%	16
	Grand Total	128	100%	1,176

Neighborhood Zoning



Historic Preservation

The neighborhood contains a number of historic sites:

I.A. Mills – (94 Fulton Street) The I.A. Hall Mills is a four-story industrial complex constructed circa 1899- 1910. This structure represents the rich industrial history of the City of Paterson. The building is an excellent example of early twentieth-century heavy timber mill construction in its materials, design, massing, and utilitarian styling.

Danforth Library (250 Broadway) is a national, state, and locally designated historic site. The Danforth Library is the oldest public library in New Jersey, established in 1885.

Barbour Park Historic District (aka Fair Street District) – Although not currently designated as a historic district, this area is eligible for historic designation. The area encompasses several blocks surrounding Barbour Park on Broadway.

Bethel AME Church – (24 Auburn Street) During Dr. Martin Luther King Jr.'s stay in Paterson in 1964, he spoke at this church eight days before his assassination.

Masonic Temple – (385 Broadway) The Masonic Temple on Broadway was constructed in 1923 and designed by local architect Fred Wesley Wentworth. The Masonic Temple is a landmark for its Renaissance Revival style of architecture. The site is eligible for National and State historic designation.

Saint Paul’s Episcopal Church (451 Van Houten Street) Saint Paul’s Church was established in 1817 and is eligible for state historic designation.

Flood Plain

Despite much of the western border of the neighborhood lying between a tenth and a quarter of a mile from the Passaic River, the neighborhood does not experience high flood risk. A narrow portion of the study area along Rosa Parks Boulevard near Broadway has been designated by Federal Emergency Management Administration (FEMA) lying within a floodway or in the ‘100-year floodplain’. As a result, these areas have a 1% chance in any given year to be inundated with flood waters. In addition, an area along Summer Street is in the ‘500- year floodplain’ with only a 0.2% chance of flooding in any given year.

Circulation

The roadway network in the neighborhood is generally designed in a grid pattern. However, most streets lead to a dead-end at railroad tracks or are cut off at an intersection with another perpendicular street. Consequently, streets like Rosa Park Boulevard and Broadway that extend through the area are the primary connectors and the most frequently used streets.

Public Transportation

Portions of the Rosa Parks neighborhood are within ½ mile of the Ward Street train station, which provides regional train service. NJ Transit bus routes that provide service to the community include:

- Route 171
- Route 704
- Route 746
- Route 748
- Route 770

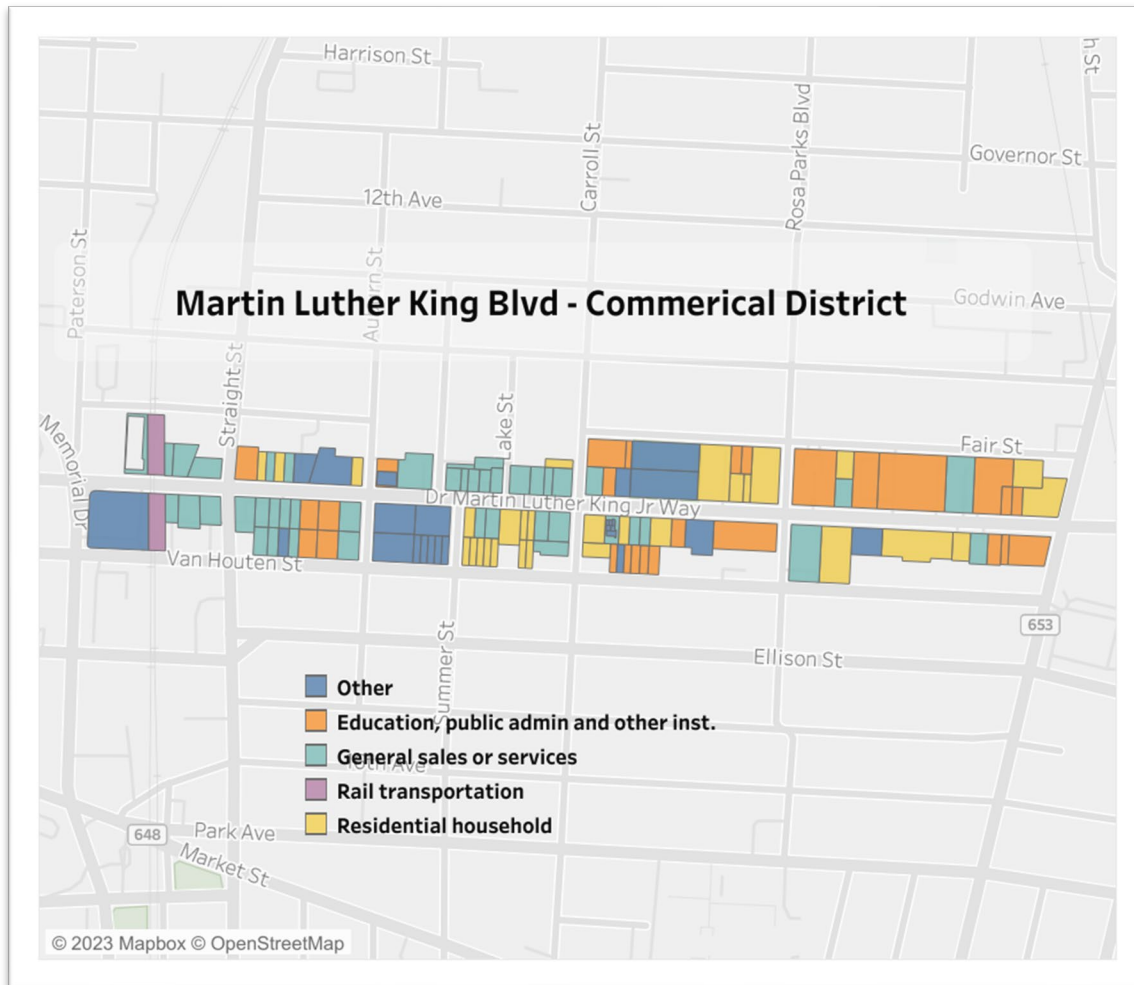
Additional bus services are provided from downtown at the Broadway bus terminal.

Business District

The neighborhood has two commercial corridors: Rosa Parks Boulevard and Broadway/Martin Luther King Blvd. Rosa Parks Boulevard is home to neighborhood-oriented businesses between Broadway and 12th Avenue. The Rosa Parks business community is anchored by Braggs Funeral Home, a long-standing business that served the community for over 86 years. Despite having a business-like Braggs' Funeral Home on Rosa Park Boulevard, the area has significant vacancies. Fifty-six percent of the commercial properties in the district are vacant. The remaining open neighborhood-oriented businesses include a barber shop, bodegas, and a liquor store. Rosa Parks Boulevard received significant construction investment. Construction permit data between 2017 and 2021 reveals that tax block 3501 received the highest investment in the study area with a reported permit construction value of 2.3 million dollars followed by block 3502 at 1.5 million dollars, block 3507 at 1.3 million dollars, and block 3506 at 1.2 million dollars. These investments mostly created mixed-use residential properties with new commercial storefronts. The new storefronts currently house only two new commercial tenants a barber shop and smoke store. The remaining storefronts remain unused. These newly created storefronts present an opportunity for partnerships that can bring desired commercial tenants into the neighborhood.



Broadway/Martin Luther King Boulevard is the primary commercial corridor in the neighborhood. The corridor can be divided into three distinct sections. The first section running from the railroad tracks to Carrol Street is the primary business center of the corridor. The commercial uses in section one are restaurants (fast food), small service providers and small food markets. The commercial vacancy in this section is six percent based on a visual inspection of the exteriors. Section two runs from Carrol Street to 18th Street. Section two is dominated by medical services, institutional uses, a hotel, and a park. This section of Broadway is underutilized with large sections of the area housing churches, vacant lots and other uses that do not generate much foot traffic and would be a good candidate for streetscape improvements to bring more continuity to the area. Section three runs from 18th Street to the railroad tracks, this one block area with a distinct Hispanic identity.



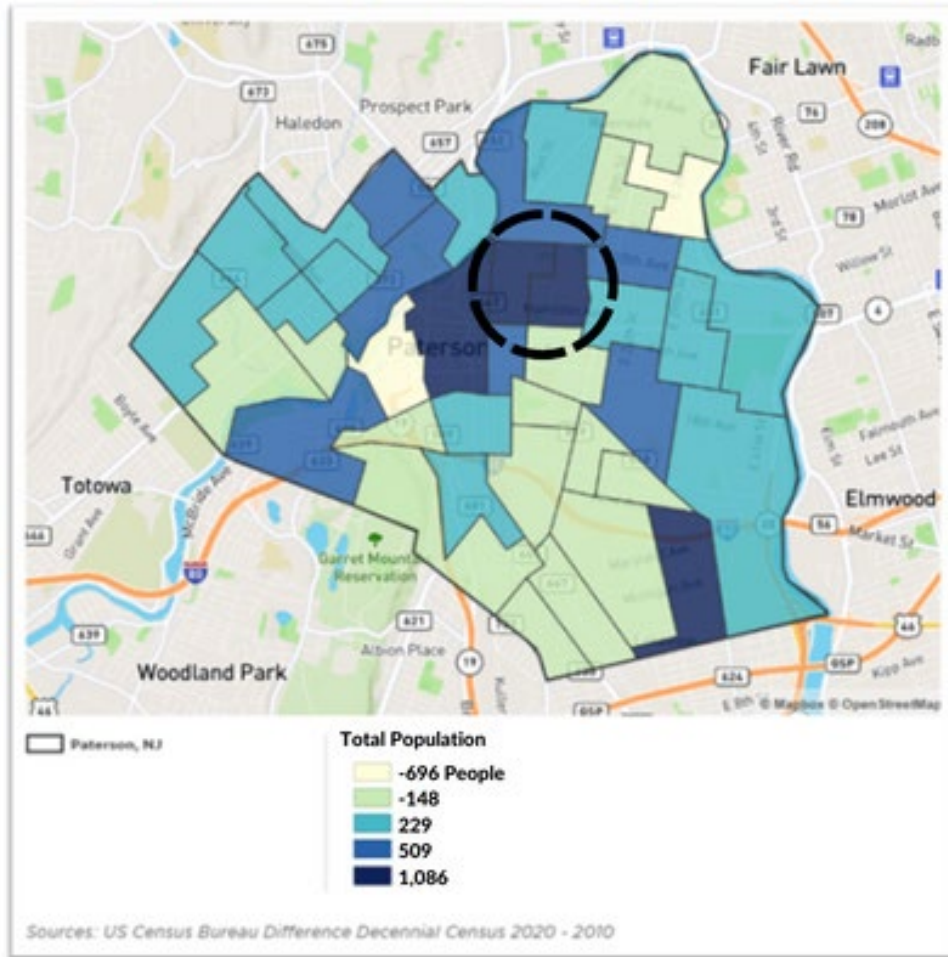
People

Total Population	8,148
Population Increase 2010-2020	37%
Households	2,483
Population Underage 18	32.8%
Population Age 65 and Older	6.4%
African American Population	52%
White Population	5%
Hispanic Population (all races)	46%
<u>Methodological Note:</u> All data utilized in this analysis to represent the neighborhood population is from US Census Tracts 1814 and 1815, unless noted otherwise. Data used in this section come from the 2020 US Decennial Census; the 2017-2021 American Community Survey Five-Year Estimates, and the 2016-2020 American Community Survey Five-Year Estimates.	

The Rosa Parks Neighborhood is comprised of 8,148 people within 2,483 households. In the last decade, the neighborhood has seen a tremendous population increase of 37%. This was driven, in significant part, by a residential construction boom, discussed further below, which, during the same time period, increased the number of housing units by 23%.

The neighborhood's population density is tremendously high, with the eastern section of the neighborhood, Census Tract 1814, having a density of nearly 33,000 people per square mile.

Population Growth 2010-2020



Age

Age	Percentage of the Population
Age 5 and younger	10.4%
Under Age 18	32.7%
Age 18-64	60.9%
Age 65 and Older	6.4%

Nearly one out of every three neighborhood residents is a child under the age of 18. Only 6.4% of residents is a senior citizen age 65 and older.

Households and Families

There are 2,483 households in the neighborhood. Of these, 1,770 are “family households,” defined by the Census Bureau as groups of related people who live together, whereas households refer to the person or group of people living in any one housing unit.

	Number of Families	Percent of Families
Families	1,770	--
Married with Children	415	23.45%
Single with Children	466	26.33%
Single Female with Children	427	24.12%
Other Families	889	50.23%

Race and Ethnicity

Of the people living in the neighborhood in 2020, 5.08% are White, 51.98% are African American, 45.99% are Hispanic, 31.82% are of "some other race" and 9.95% are of two or more races.

Race/Ethnicity	Number of People, 2010	Number of People, 2020	Percent of Total Population, 2010	Percent of Total Population, 2020
African American	4277	4235	72%	52%
Hispanic	1707	3747	29%	46%
White	682	414	11%	5%
Some Other Race	756	2593	13%	32%
Two or More Races	163	811	3%	10%
Asian	12	25	0.1%	0.3%
American Indian or Alaskan Native	62	67	1%	0.8%

The Rosa Parks Neighborhood is one of the most African American neighborhoods in the City of Paterson, where, citywide, only 25% of the population is African American. Nonetheless, while the number of African American residents in the Rosa Parks Neighborhood remained constant from 2010 to 2020, the share of the overall neighborhood population that is African American decreased during that period from 2010 to 2020. This period was a time of significant population growth, and suggests that many of the neighborhood’s new residents were less likely to be African American, and more likely to reflect Paterson’s majority Hispanic makeup.

Within the neighborhood’s Hispanic community, the most common nationality by far is Dominican, representing 74% of the neighborhood Hispanic population. Other sizable nationality populations are Puerto Rican and Mexican.

Foreign Born Population

Thirty-two percent of the neighborhood population is foreign born. The number and percentage of foreign born residents has increased significantly since 2000, when only 560 people, representing 9% of the neighborhood population, were foreign born. Eighty-six percent of the foreign-born population originated from the Caribbean, with nearly all the remainder originating from elsewhere in Latin America.

Language

Nearly a quarter (24.5%) of neighborhood residents age five and older possess limited English proficiency. 56% of neighborhood households speak exclusively English at home, while 43% of households speak predominantly Spanish at home.

Income

In the Rosa Parks Community, the median household income is between \$35,000 and \$40,000. Over a third of households have an annual income of less than \$25,000.

2017-2021 Annual Income Category	Number of Households	Percent of Households
4W Neighborhood Paterson		
Less than \$25,000	935	37.66%
\$25,000 - \$34,999	146	5.88%
\$35,000 - \$49,999	378	15.22%
\$50,000 - \$74,999	435	17.52%
\$75,000 - \$99,999	309	12.44%
\$100,000 - \$124,999	92	3.71%
\$125,000 - \$149,999	59	2.38%
\$150,000 or more	129	5.2%

Statewide in New Jersey, the median household income is \$89,700 and only 13.6% of households have incomes less than \$25,000. Countywide in Passaic County, the median household income is \$78,400 and 16.7% of households earn less than \$25,000.

Poverty

The overall poverty rate and child poverty rate for the Rosa Parks Neighborhood are 24.4% and 25.5%, respectively. By comparison, the overall poverty rate for Passaic County is 14.6%, and for New Jersey is 9.8%.

	Rosa Parks	Paterson	Passaic County	New Jersey
Median Household Income	\$35,000-\$40,000	\$44,779	73,562	85,245
Poverty Rate	23.7%	20.8%	12.4%	13.3%

Education

% of Pop. Age 25 and older with at least ...	Rosa Parks	Paterson (2018)	Passaic County (2018)	New Jersey (2018)
A High School Diploma	75%	73.4%	83.4%	89.5%
A bachelor's degree	2%	10.8%	28.1%	38.9%

Highest Level of Educational Attainment	# of Rosa Parks Residents Aged 25 and older	% of Rosa Parks Residents Aged 25 and Older
Less than High School Diploma	518	24.9%
High School Graduate (or Equivalent)	1730	47.4%
Some College, No Degree	769	21%
Associate degree	167	4.6%
Bachelor's degree	53	1.5%
Graduate Degree (Masters, Professional, Doctorate)	19	0.5%

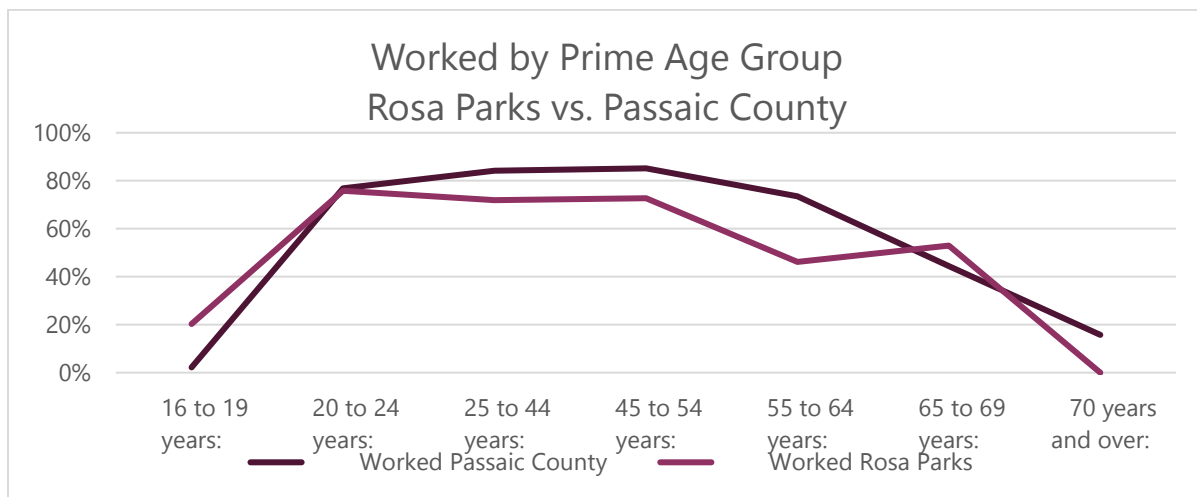
Residents in the neighborhood have lower educational attainment rates than residents of the County and State. Further, neighborhood residents between 16-19 are twice as likely to both not have a high school diploma and not be enrolled in school.

	Rosa Parks	Paterson City	Passaic County
% of 16- to 19-year-olds who both are not enrolled in school and have not earned a high school diploma or GED	4.4%	4.5%	2.8%

Employment

ACS Unemployment Rate	4.6%
Prime Age (25-54) Employment – Population Ratio	72.2%

The American Communities Survey (ACS) unemployment rate in the neighborhood is 4.6% which is lower than city, county, and state rates at 7.4%, 6.3% and 5.8% respectively, evidence that the study area is a working-class neighborhood. The study area's prime age (25-54) employment to population ratio is 72.2%. The neighborhood's labor force participation has decreased by 54% between the age ranges of 45-54 and 55-64, which is a higher rate than the changes in the county labor force.



Most neighborhood workers are employed by private companies (84.4%). State, local, and federal workers constitute the next highest concentration of workers (7.4%). Self-employed workers make up 3.4% of the workers in the study area.

Class of Employee	Total %
Employee of private company workers	84.4%
Self-employed in own incorporated business workers	0.5%
Private not for profit wage and salary workers	4.3%
Local government	2.0%
State government	3.7%
Federal government	1.7%
Self-employed in own not incorporated business workers	3.4%

Two thirds of currently employed residents in the study area are employed in three primary industries: Healthcare, Manufacturing, and retail trades.

Industry	Study
Health Care and Social Assistance	24%
Manufacturing	19%
Retail Trade	14%
Other Services, except public administration	9%
Transportation and warehousing	9%
Administrative Support and Waste Management	7%
Construction	6%
Accommodation and Food Services	6%
Public Administration	2%
Finance and Insurance	1%
Educational services	1%

The local labor market in which neighborhood workers compete for jobs can be generally understood as comprising Passaic, Essex, and Hudson counties. Within this tri-county labor market, five industries are most prevalent with respect to employment: health care, retail trades, professional scientific, educational services, and manufacturing industries. The sectors with the most growth in the last ten years are Professional/Scientific (35.0% increase) and Transportation and warehousing (28.8% increase).

Industry	Labor Market 2020	% Change in Jobs in the Labor Market 2010-2020
Health Care and Social Assistance	13.5%	10.1%
Retail Trade	10.2%	8.8%
Professional, scientific, and technical services	9.3%	35.0%
Educational services	9.0%	11.7%
Manufacturing	8.3%	6.6%
Transportation and warehousing	7.3%	28.8%
Finance and insurance	7.0%	6.0%
Accommodation and food services	6.0%	14.6%
Construction	5.6%	12.2%
Administrative and support and waste management services	4.9%	10.6%
Other services, except public administration	4.4%	-3.6%

Note: The Labor Market encompasses Passaic, Essex, and Hudson County

Public administration and educational services provide an opportunity for "good Jobs" for neighborhood residents. Workers from the neighborhood are underrepresented in Public Administration and educational services when compared to the current labor market. Only two percent of neighborhood workers are employed in public administration and only 1% are employed in educational services. Further, the neighborhood's proximity to county, municipal, federal, and educational institutions provide an opportunity for increasing the neighborhood share in these industries.

Geography of Employment

Less than 1% of neighborhood-residents are employed in the neighborhood while 18.% work within the City of Paterson. The remaining workers are employed in the New York Metropolitan area with the highest concentrations in Paramus Borough (4.20%) Hackensack City (4.00%) and New York City (2.70%).

Employment Center	Number	Percent
Paterson City	486	18.70%
Paramus Borough	108	4.20%
Hackensack City	103	4.00%
New York City, NY	69	2.70%
Totowa Borough	68	2.60%
Clifton City	66	2.50%
Hawthorne Borough	53	2.00%
Newark City	52	2.00%
Fair lawn Borough	43	1.70%
Passaic City	42	1.60%
All Other locations	1,504	58.00%

81.3% of the residents' work locations are dispersed throughout the metro area (New York, Hudson, Essex, and Passaic Counties), and the commute distance for workers is relatively short, with a third of the commuters traveling 24 miles for less.

Commuting Distance	Count	Share
Less than 10 miles	1,701	65.6%
10 to 24 miles	546	21.0%
25 to 50 miles	214	8.2%
Greater than 50 miles	133	5.1%

Housing



Single Family Home – Built by Passaic County Habitat

The Rosa Parks Neighborhood has 2,939 total housing units. The number of housing units in the neighborhood has increased by over 23% since 2010. During that same period, however, the neighborhood’s population grew 37%, meaning that demand for housing may still have run ahead of this increase in housing supply, thus raising its price.

Ten percent of the housing units in the Rosa Parks Neighborhood are single-family homes, while two-family units and duplexes make up 30%. Apartment units dominate the study area, accounting for 60% of the units. Apartment units are split almost evenly between small and large complexes.

Housing Unit Structure	Number of Units	Percent
Single detached unit	226	9.37%
Single attached unit	51	2.12%
2-unit homes and duplexes	714	29.17%
Small Apartment Buildings	706	29.28%
Large Apartment Buildings	713	29.57%
Mobile or Manufactured homes	1	0.04%

Year Structure Built	Number of Structures	Percentage
2010 to 2019	208	8%
2000 to 2009	324	13%
1980 to 1999	257	10%
1960 to 1979	549	22%
1940 to 1959	559	23%
1939 or earlier	586	24%

The structures in the neighborhood are older, with 68% built before 1960. Reviewing the year structures were built, the median year of construction in Census Tract 1814 is 1950, and 1960 in Census Tract 1815.

Housing Tenure

In the Rosa Parks Neighborhood, 18% of households own their home, while 82% of households rent.

Rental Housing

With respect to rental housing, the median gross rent is \$1,186.00 in census tract 1814 and \$1,172.00 in census tract 1815. Even though the median gross rent in the study area is lower than the city and county rents, residents face affordability challenges.

The ratio of income to housing expenses can evaluate the affordability of housing. Housing expenses that are less than 30% of gross income are affordable. Using the median rents by census tract, a renter would need a gross income of \$46,880 in census tract 1814 and \$47,440 in census tract 1815 to afford the median rent. In contrast, the actual median household income in tract 1814 is \$42,010, and \$26,685 in tract 1815.

	Median Gross Rent	% Household incomes who can afford median gross rent
Census Tract 1814	1,186	49.1%
Census Tract 1815	1,172	35.3%

Gross Rent	0 – 1 Bedrooms	2 Bedrooms	3 or more Bedrooms
Less than \$750/month	216	63	66
\$750 to \$999	159	106	8
\$1,000 to \$1,499	237	442	276
\$1,500 or more	59	205	199

Over a third of the households receive some form of housing subsidy. The subsidies include section 8 housing vouchers and various units restricted to affordable units including the following:

Public Housing:

- Apollo DYE Senior – 136 units
- Heritage Apollo DYE-IV-21 units
- Freedom Village-100 units
- Barnert, Cotton, and Griffin Development- 308 units

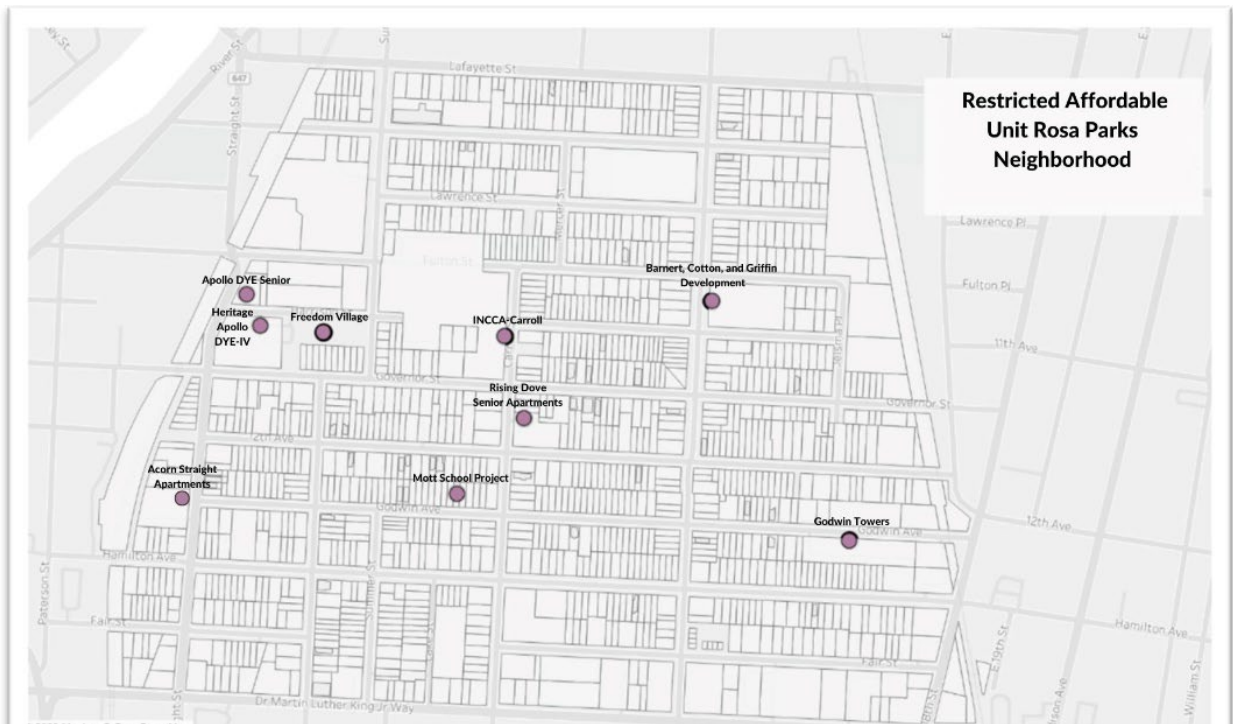
HUD Multifamily/Project Based Section 8

- INCCA-Carroll – 82 units
- Rising Dove Senior Apartments – 49 units

Low Income Housing Tax Credit (LIHTC)

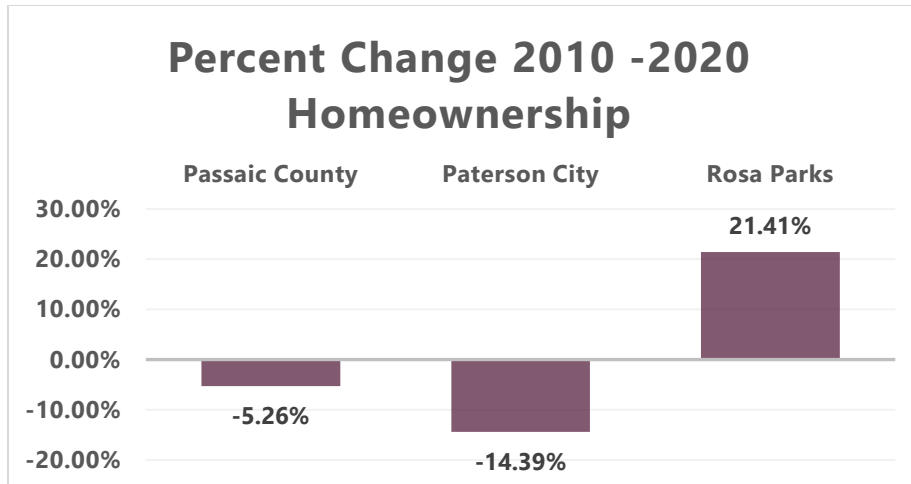
- Acorn Straight Apartments - 49 units
- Mott School Project – 3 units
- Godwin Towers – 49 units

Subsidized Housing Rosa Parks Neighborhood



Homeownership

The homeownership rate for the neighborhood is low at 18% compared to the city’s homeownership rate of 26% and the county rate of 52%. Since 2010, the neighborhood’s homeownership rate grew over 21%, while the city and county homeownership rates decreased. All growth in homeownership occurred in census tract 1814, with Passaic County Habitat spurring the homeownership growth creating 29 homeownership units in the neighborhood since 2015.



Homeownership in the neighborhood skews younger, with 64% of homeowners in an age bracket between 35 -54. At the city and county level, there is a smaller share of homeowners in that age bracket, representing only 39% and 38%, respectively.

African Americans make up 62% of the homeowners in the neighborhood. While the number of African American homeowners is robust, African Americans in the neighborhood face hurdles to homeownership, evidenced by 2018 - 2021 Home Mortgage Disclosure Act data which shows disparities in mortgage lending in two areas.

	African American		White	
	Number	Percent	Number	Percent
Loan Originated	23	45.1%	72	58.0%
Loan Denied	10	19.61%	12	9.7%
Loan Withdrawn	16	31.4%	29	23.4%
Loan Incomplete	-	-	1	.81%

*Loan data for home purchases only

The loan approval rate for African Americans in the neighborhood (45.1%) is lower than approval rates for African American in the City of Paterson (54%). Loan denial rates for African American applicants in the study area are double that of white applicants (African American 19.6 %, White 9.7%). Credit history is the most common reason for which African Americans experience loan denial, with 50% of the documented denials occurring for this reason. The second most frequent reason for a denial is a lack of collateral due to the loan-to-value ratio being too high.

	African American		White	
	Number	Percent	Number	Percent
Collateral	2	20.0%		-
Application Incomplete		-	1	8.3%
Credit History	5	50.0%	3	25.0%
Employment History	1	10.0%		-
Debt Ratio			3	25.0%
Insufficient Cash			2	16.7%
Unverifiable Information			2	16.7%
Other	2	20.0%	1	8.3%

When looking at the same data, Hispanic loan approvals in the study was 43%, roughly proportional with its representation of applicants (38%).

Housing Cost

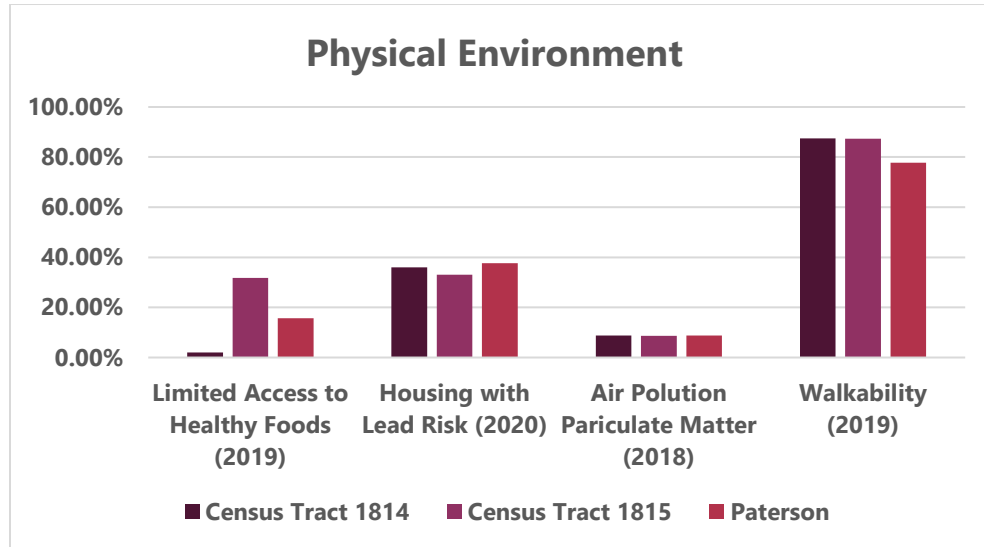
Of the residents in the study area owning homes, 58% are cost burdened paying more than 30% of their income on housing costs, while 42% are extremely cost burdened paying more than 50% of their income.

Using the 304 deeds recorded for neighborhood between 2018 and 2022, the average residential sales price was \$258,456. However, between 2020 and 2022 the average sales price spiked 51% increasing from \$258,456 to \$389,744. At these prices, homeownership is not affordable for most neighborhood households. For example, even a house selling at \$293,000 with a 30-year mortgage and a 7% interest rate would cost a homeowner \$2,658.00 per month and be affordable to only about 12% of neighborhood households.

Calculation of Homeownership Cost				
Home Sale Price	293,000.00		Principal and Interest	1,857.00
Down payment (5%)	14,650.00		Property Tax	676.00
Loan amount	278,350.00		Insurance	125.00
Mortgage Type	30-year fixed			
Interest Rate	7.026%		Total Monthly Payment	2,658.00
Annual Property Tax	8,115			
Annual Home Insurance	1,500			

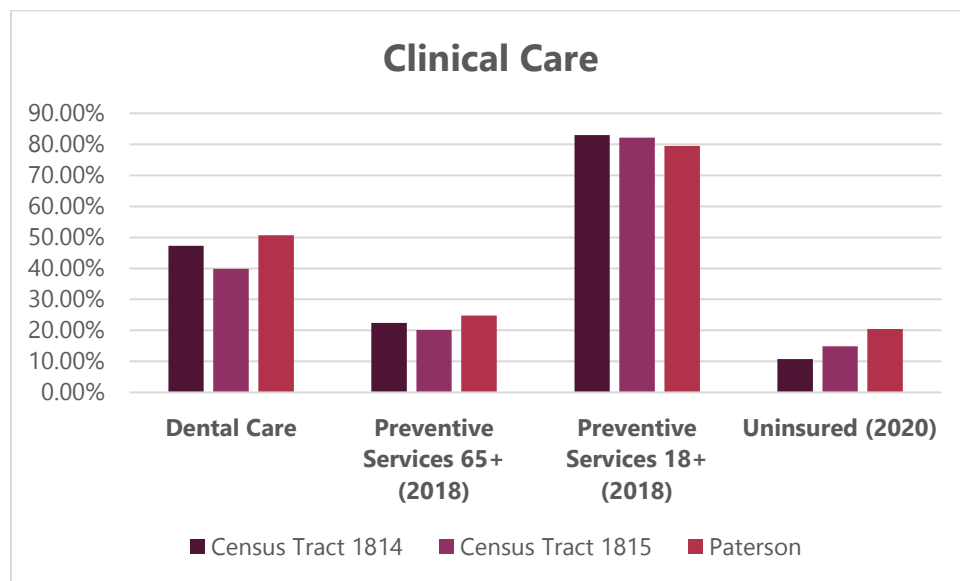
Health

The physical environment impacts the health of the community by exposing it to environmental harms like pollutants and crime.



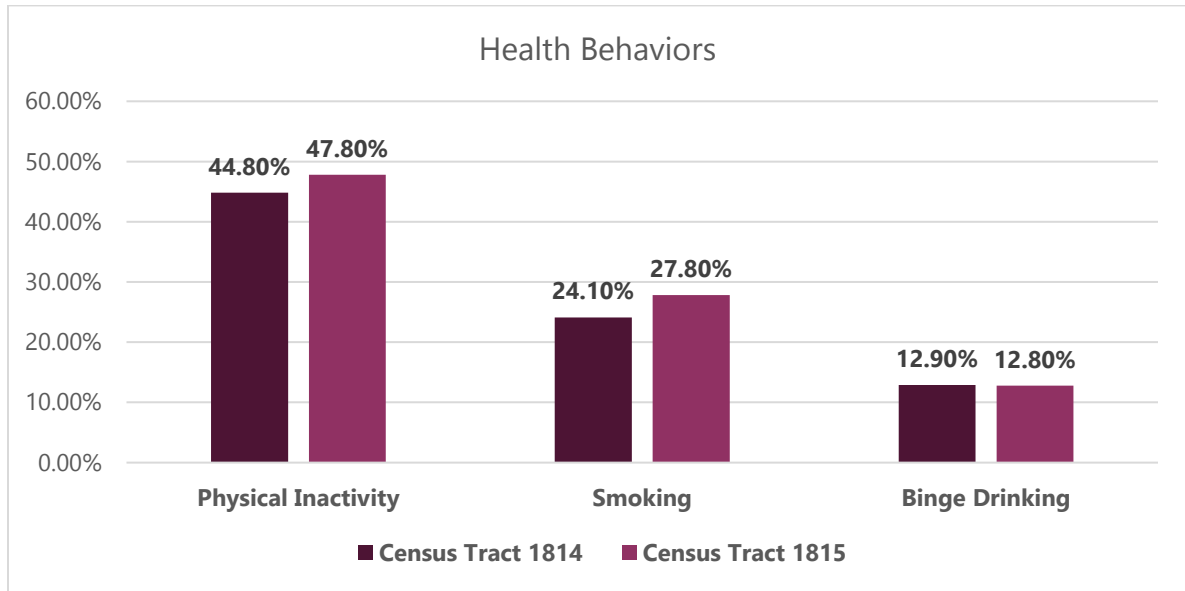
Source: Department of Population Health, NYU Langone Health. City Health Dashboard. <https://www.cityhealthdashboard.com>

Getting high-quality healthcare in time is also a predictor of the well-being of a community. Communities without access to preventive services and insurance have worse health outcomes due to delays or inadequacy in treatment.



Source: Department of Population Health, NYU Langone Health. City Health Dashboard. <https://www.cityhealthdashboard.com>

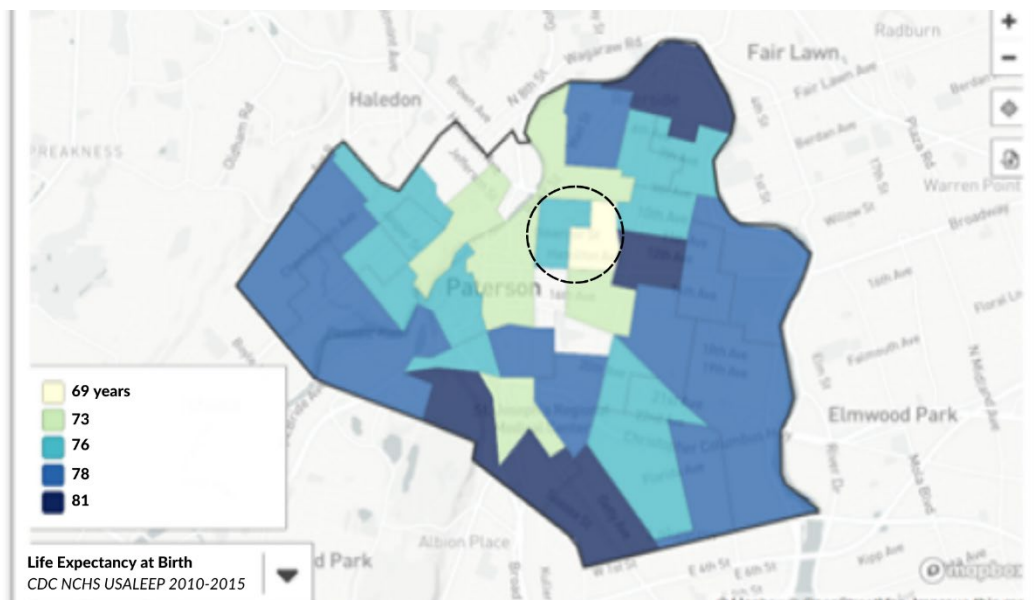
Finally, communities exhibiting health behaviors like a lack of physical activity, smoking, and drinking have the worst health outcomes.



Source: Department of Population Health, NYU Langone Health. City Health Dashboard. <https://www.cityhealthdashboard.com>

As illustrated in the data above, residents in the study area have worse health indicators than the residents in the city. As a result, the life expectancy of residents in the study area is shorter than in the city (77 years). In the neighborhood, in census tract 1814, residents have a life expectancy of 68.7 years, while tract 1815 has a life expectancy of 75.6 years.

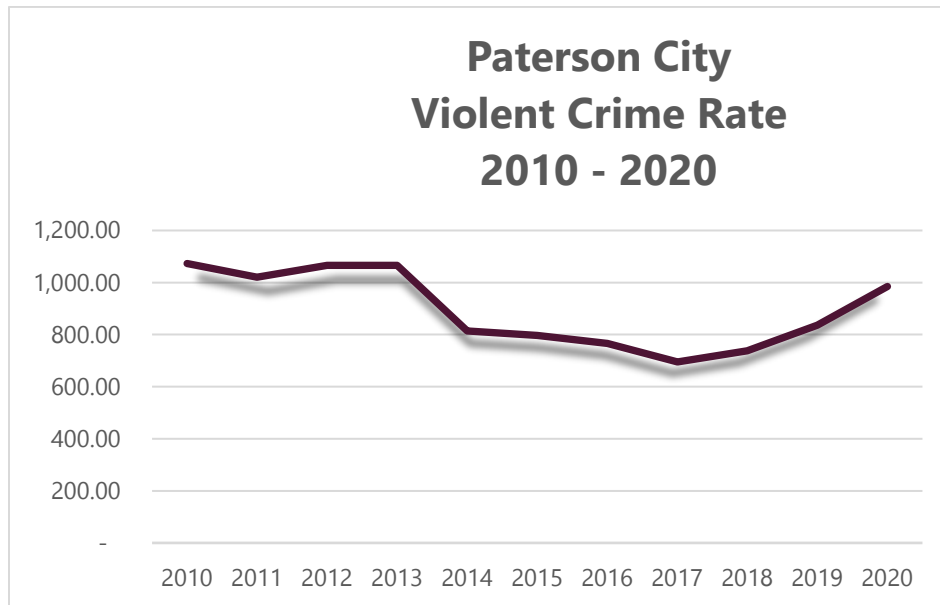
Life Expectancy 2010-2015 – City of Paterson



The study area is within the New Jersey Economic Development Authority’s designated food desert area based on supermarket access and other social-economic factors. Food deserts limit access to good quality healthy foods. The lack of access to healthy foods has a profound and lasting negative impact on people's lives and health outcomes.

Crime and Quality of Life

According to FBI Uniform Crime Report (UCR) data, the City of Paterson’s crime rate during 2020 was 2,446 crimes per 100,000 persons. When separating violent and property crimes, the City’s violent crime rate was 976 per 100,000 persons, and property crime rate was 1,470 per 100,000 persons. Paterson's overall crime rate has decreased since 2010, but, after hitting a low in 2017, has been steadily on the rise.

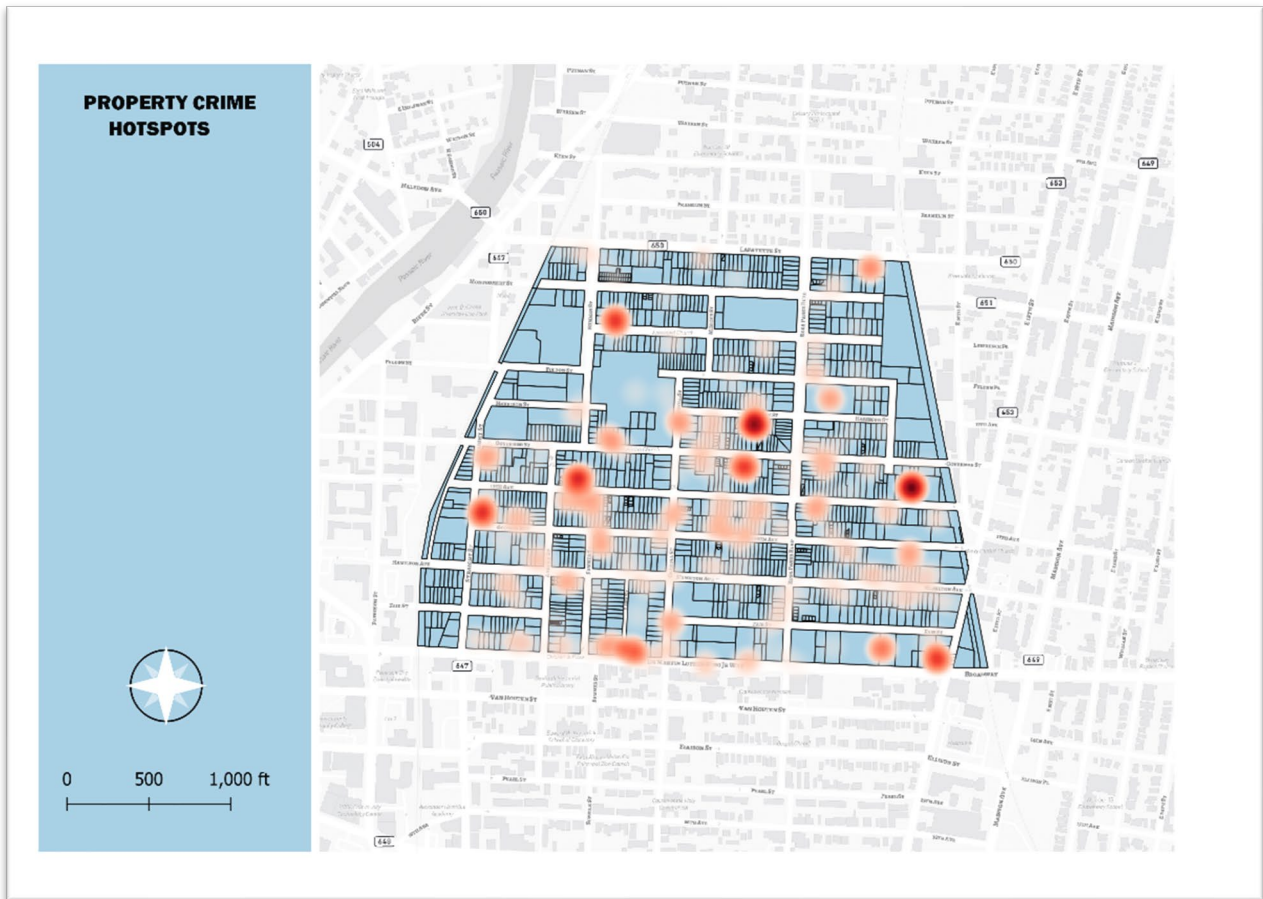


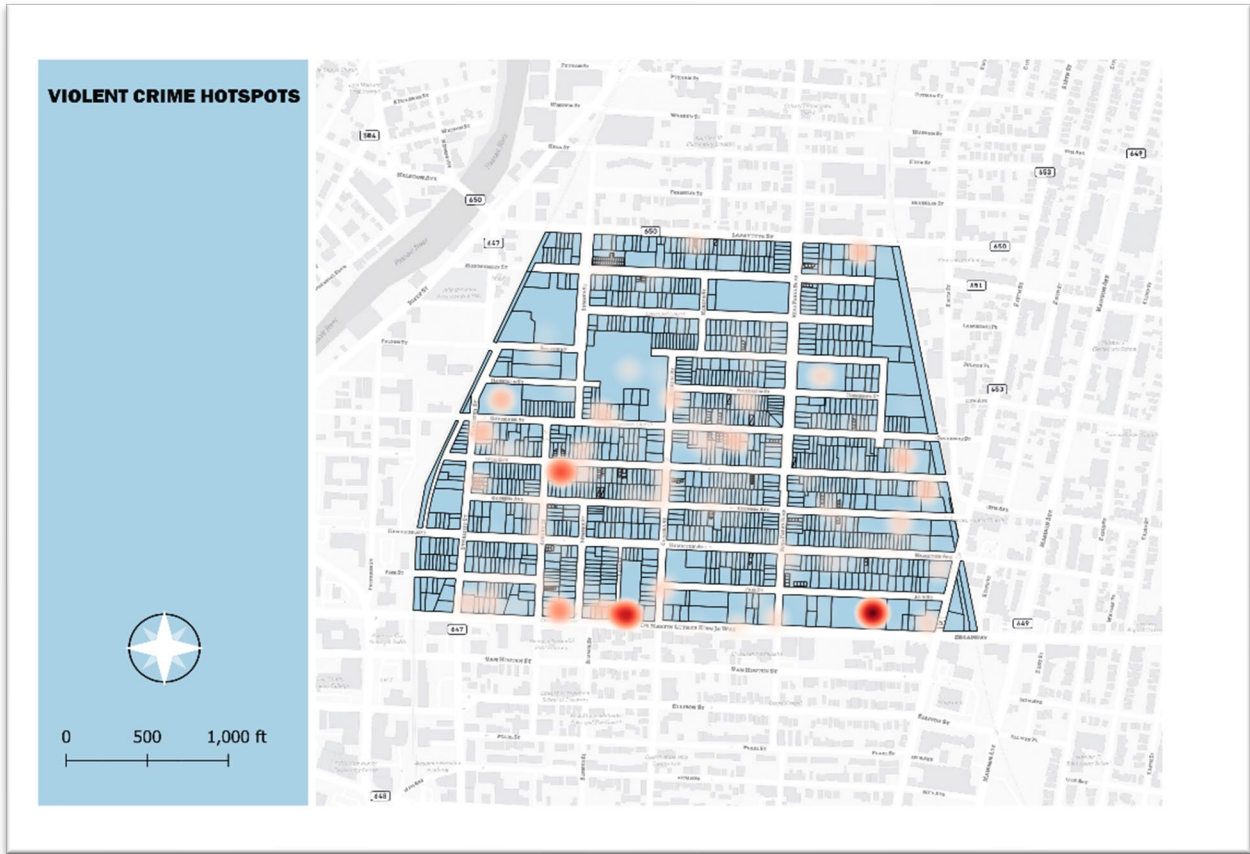
Data collected from Paterson Police dispatch records provide a way to understand crime conditions within the study area. The Paterson Police department provided dispatch data for fifteen months between June 2021 and November 2022. The data represents all police calls in the study area, except medical or traffic accidents. The data includes all criminal offenses, not just UCR offenses, and encompasses non-criminal matters. It is important to note that dispatch data is classified based on the offense indicated at the time of the call and may not represent subsequent offenses charged.

For this analysis, the data was categorized as UCR crimes (violent and property), Narcotics calls, Quality of life calls, and Part II offenses. Part II offenses represent all other criminal offenses not otherwise classified.

A review of the dispatch data classified as UCR crimes reveals the study area has an overall crime rate of 18,665 per 100,000 persons. The crime rate in the neighborhood is seven times higher than in the city. Looking at violent crimes alone there is a crime rate of 12,669 per 100,000. Total violent crimes in the neighborhood make up 56% of all violent crimes in the entire city. The property crime rate is 6,196 per 100,000 persons, which is four times higher than in the City.

Along with the high crime rates in the neighborhood and the city, there have been a series of concerns related to the Paterson Police Department's tactics and lack of effective internal controls over the last couple of years which in 2023 forced the New Jersey Attorney General to take the extraordinary step of taking control of the Paterson Police Department.



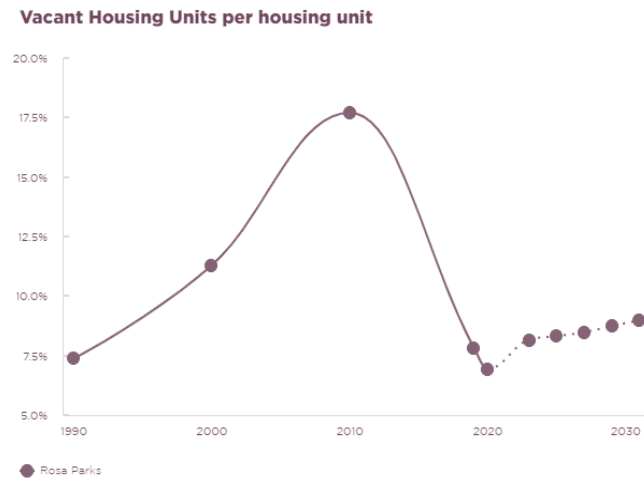


Property Conditions

The 2017 Fourth Ward Strategic Plan prepared by the Housing Authority looking at the strategic development of Paterson's Fourth Ward included a property conditions evaluation can be used as a baseline to analyze recent changes in neighborhood property conditions. This analysis reveals that neighborhood property conditions improved significantly since 2017. According to the 2017 Strategic Plan, blighted and vacant properties clustered primarily along 12th Avenue and Hamilton Street. A comparison of property conditions on 12th Avenue reveals that only four out of the 28 properties identified as blighted or vacant in 2017 remain in that condition today. Rehabilitated homes or newly constructed single-family homes and apartment buildings now have replaced most of the once vacant or blighted properties. Hamilton Street tells a similar story. Of the twenty-seven properties in Hamilton Street classified as vacant or blighted in 2017, only five remain in blighted or vacant condition.

Vacant and Abandon Properties

The percentage of vacant properties in the community according to census data has steadily decreased since 2010. However, the vacancy in the neighborhood remains higher than the city (6%) and the county vacancy rates (4.4%)



Sources: US Census Bureau; US Census Bureau ACS 5-year



Evidence of Neighborhood Distress

Measure of Median Income	Value			Minimum % of Neighborhood Households	
	100%	80%	50%	Below 80%	Below 50%
Family Median Income, New York-Newark-Jersey City, NY-NJ-PA MSA 2020	\$106,000	\$78,500	\$53,000	76.3%	58.8%
Median Household Income, Passaic County, NJ 2020 ACS	\$73,562	\$58,850	\$36,781	58.8%	43.5%

Review of Other Relevant Plans

Paterson Master Plan

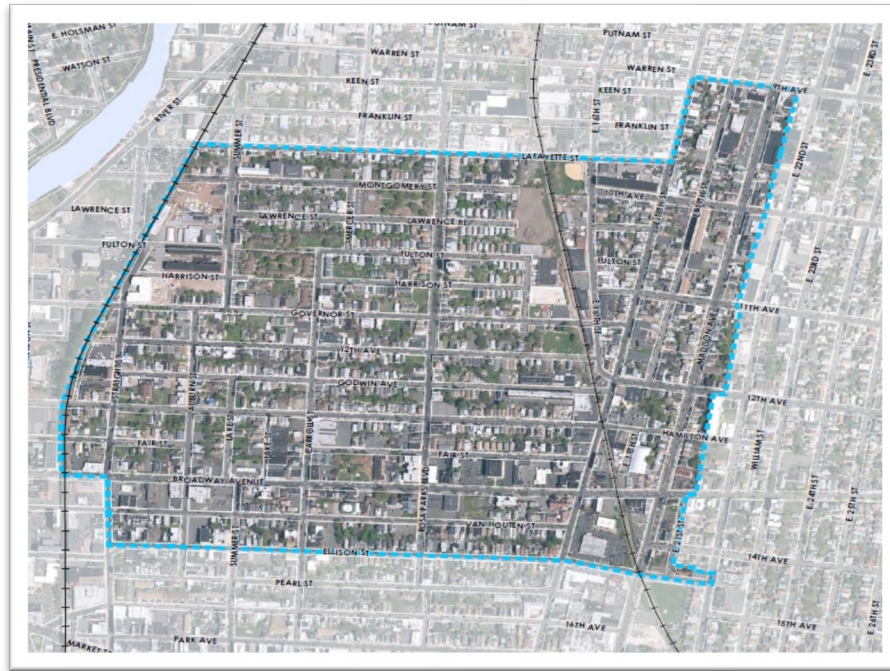
The City of Paterson’s master plan adopted in 2014 is a comprehensive document serving as the blueprint for development and growth. The master plan includes sections addressing housing, economic development, open space, recreation, community facilities, and urban design that directly relate to the issues raised by residents and strategies proposed in this neighborhood plan. The strategies in this neighborhood plan are complementary to the goals and objectives in the master plan. The table below outlines complementary goals.

Area	Goal
Land Use Goals	To address the problems associated with vacant and abandon properties
	Improve viability of the City's neighborhoods commercial corridors
Urban Design Goals	To establish and improve upon a visual identity for the City
	To improve the appearance of the City's streets
Housing Goals	To stabilize and improve existing residential neighborhoods
	To address issues related to a high cost of living from an inflated rental housing market
Community Facilities Goals	Organize and support neighborhood business districts
	Enhance the visual appearance of existing commercial storefronts
Economic Development Goals	To promote the redevelopment of vacant/abandon properties
	To provide opportunity for local employment growth
Recreation /Open Space Goals	To upgrade and improve existing parks and recreation centers
	Solicit assistance from private organizations for maintenance operations of parks and open space areas (adopt a park program)

The master plan's Strengths, Weakness, Opportunities and Threats (SWOT) analysis mirrors the insight acquired from residents and the data collected for this study. Passaic County Community College is an asset identified in the Master Plan. The college's proximity to the neighborhood and its community-centered programs can play a critical role in addressing needs in the study area. Only two blocks from the neighborhood boundaries, the community college provides an array of programs designed to support higher education and workforce development. The master plan also envisions St. Joseph's Regional Medical Center as a center for employment, consistent with public input received during the neighborhood planning process. The neighborhood residents identified public safety, high vacancies, low income, low homeownership rate, and the cost of living as issues needing attention.

Fourth Ward Redevelopment Plan

The study area lies within the Fourth Ward Redevelopment area. The redevelopment area encompasses the neighborhood boundaries and extends south to Ellison Street and east from the railroad tracks to East 21st Street.



Fourth Ward Redevelopment Plan Map

The redevelopment plan proposes a mix of zoning districts, the largest zoning district permits up to four family dwellings, garden apartments, and mixed-use developments with residential and neighborhood commercial use. The neighborhood's commercial zoning district is primarily along Rosa Parks Blvd, while the general commercial district resides along Broadway. A portion of the northwest section of the neighborhood is home to an Adaptive Re-Use district intended to promote the use of historic buildings and adapt them for residential use.

The plan provides for design standards consistent with improvements encouraged by the community. Further, the plan encourages the use of Crime Prevention through environmental design principles consistent with current efforts in the neighborhood and proposed strategies. The redevelopment plan goals and objectives cited below promote and complement the strategies proposed in this neighborhood plan.

- Revitalize the fourth ward of the city.
- Reduce the blighting impacts of abandoned/vacant properties.
- Provide quality new housing options for area residents.
- Create cohesive and vibrant commercial districts to serve the local population.
- Increase opportunities for home ownership.

The redevelopment plan outlines actions that can support the needs identified in this neighborhood plan including:

- The strategic development of vacant and abandoned properties.
- Improvement to pedestrian amenities, particularly along commercial corridors
- Encourage the development of improved open space and recreational assets.
- Increase homeownership by connecting residents to available resources.

Fourth Ward Strategic Plan

In 2017, the City of Paterson and its lead partner, the Paterson Housing Authority completed a strategic development plan for the fourth ward, which incorporates the Rosa Parks Neighborhood. The strategic plan proposed a community-based vision for the fourth ward. The vision promoted the use of community-based organizations to facilitate and carry out the plan's strategic goals. The document also envisioned that the activities outline would attract private investment and partnerships necessary for the revitalization activities needed.

The plan established five goals:

- Enhancing Economic Activity and Job Opportunities
- Ensure High-Quality Housing Options and Opportunities for all Residents.
- Meaningfully Reduce Crime Through Community-Driven Interventions
- Improve Educational Opportunities for Youth and Adults
- Promote Healthy Lifestyles and Access to Care

Economic development and job goals promoted capacity building for small business operations, entrepreneurship, and workforce development. These proposed strategies ranged from training in local high-growth industries to providing micro-loans to entrepreneurs. Issues identified in the strategic plan concerning jobs and economic development, and the suggested strategies are consistent with the needs identified by residents today.

The plan's housing goals promote high-quality affordable rental and homeownership housing options. The plan emphasized increased homeownership opportunities and promoted Passaic County Habitat as a model for expanding homeownership. Homeownership education, financial literacy, and home improvement assistance programs were encouraged in the plan to further new homeownership and maintain existing homeowners. Housing strategies identified in the strategic plan complement the solutions proposed in this planning process.

One of the most impactful issues facing the community is public safety. The strategic plan goals proposed using Crime Prevention through Environmental Design (CPTED) to create a safe community. An engaged committee of fourth ward residents since 2015 has championed efforts to implement CPTED in the City of Paterson. The city authored a CPTED audit which proposed improvements along Rosa Park Boulevard. However, the lack of resources reduced the ability of the committee to implement its vision for CPTED. The committee continued to plan and make

improvements as resources were available. The goals related to safety also encouraged the activation of vacant and abandoned lots. The CPTED committee working with Passaic County Habitat established a community garden on the corner of Rosa Parks and 12th Avenue activating a once vacant lot and providing fresh vegetables to the community. The reactivation of vacant lots and the use of CPTED techniques continue to be viable strategies for improving public safety in the neighborhood.

The strategic plan's final goals, to improve educational opportunities, promote healthy lifestyles, and improve access to care mirrors concerns raised by residents and complement the strategies outlined in this plan.

Neighborhood Assets and Involvement

Community Assets

Medical

Paterson Community Health Center	227 Broadway
Excellent Home Care	640 Broadway
Elite Premier Medical Care	425 15 th Street
Paterson Dental Clinic	294 Broadway
A Plus Adult Medical Day Care Center	575 East 18 th Street
True Care Mental Health Clinic	9 West Broadway
Barnert Hospital – Urgent Care	680 Broadway
Ferraro Medical Associates	411 Broadway

Transportation

Bus Route 171 – Broadway Bus Terminal to George Washington Bridge Bus Terminal in New York	Bus Route 748 – Broadway to Wayne (Willowbrook Mall)
Bus Route 704 – Rosa Parks Boulevard the Willowbrook Mall in Wayne	Bus Route 770 – Broadway to Fair Lawn, Paramus, and Rochelle Park
Bus Route 746 – Broadway and Madison Avenue to Ridgewood Bus Terminal at Van Neste Square	Bus Route 722 – Broadway Paterson to Paramus Park

Educational

Public School # 6 – Grades K - 8	137 Carroll Street
Danforth Public Library	230 Broadway
Helping Hands Child Care Services LLC	126 12 th Avenue
Concerned Parents for a Better Start	61 Carroll Street
Daycare of Future Leaders	174 Lawrence Street
Paterson Day Care 100	363 Broadway
Sunshine Early Learning Center Academy	2 Auburn Street

Parks/Recreation

Vera Ames Park	118 Rosa Parks Boulevard
12 th Avenue Park	182 12 th Avenue
Barbour Park	258 Fair Street
Paterson Day Care 100 - Playground	363 Broadway
Martin Luther King (MLK) Park	1 Auburn Street

Celebrations/Events

National Night Out -4 th Ward	Barbour Park
Annual Bookbag & School Supplies Give-away	Green Acres Community Garden
Annual Christmas Bike Giveaway	Masonic Temple 224 Broadway
Green Acres Fall Clean Up	November 5 at 218 Rosa Parks Blvd
Easter Basket Giveaway	Green Acres Community Garden
Christmas Tree Lighting	

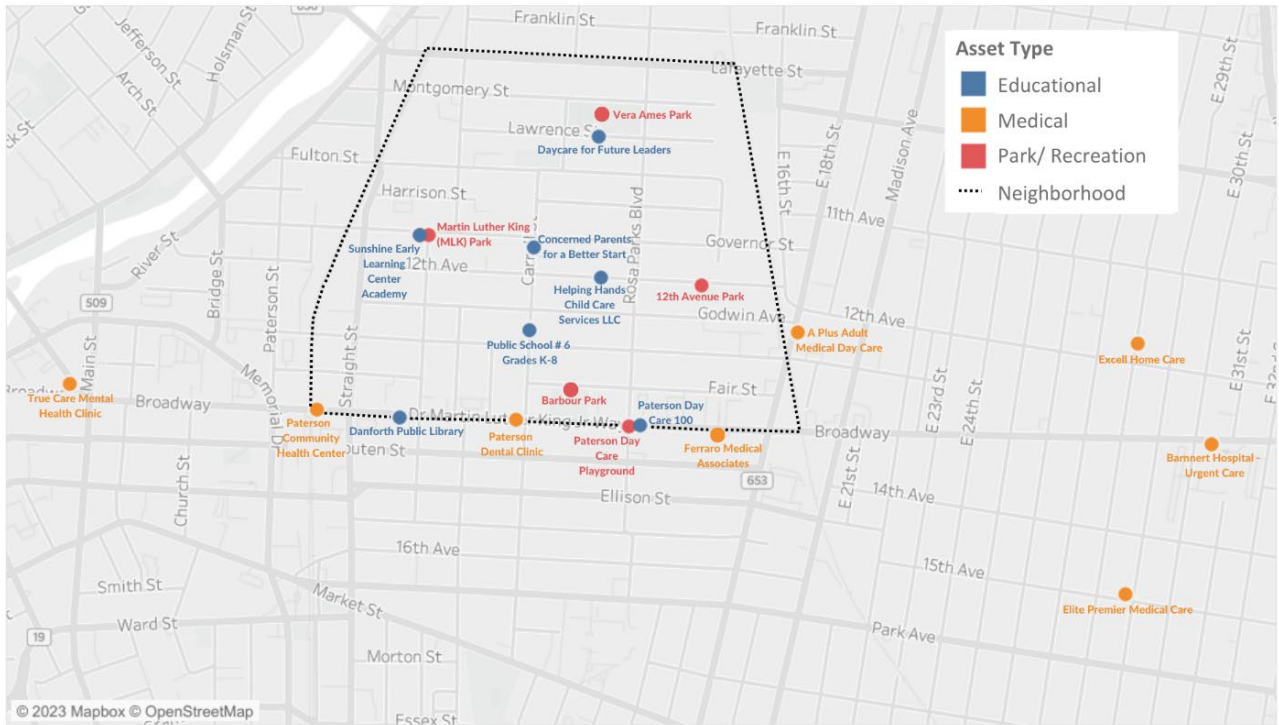
Fire/Police Stations

None

Retail/Commercial Corridor

Broadway Avenue
Rosa Park Blvd

Community Asset Map



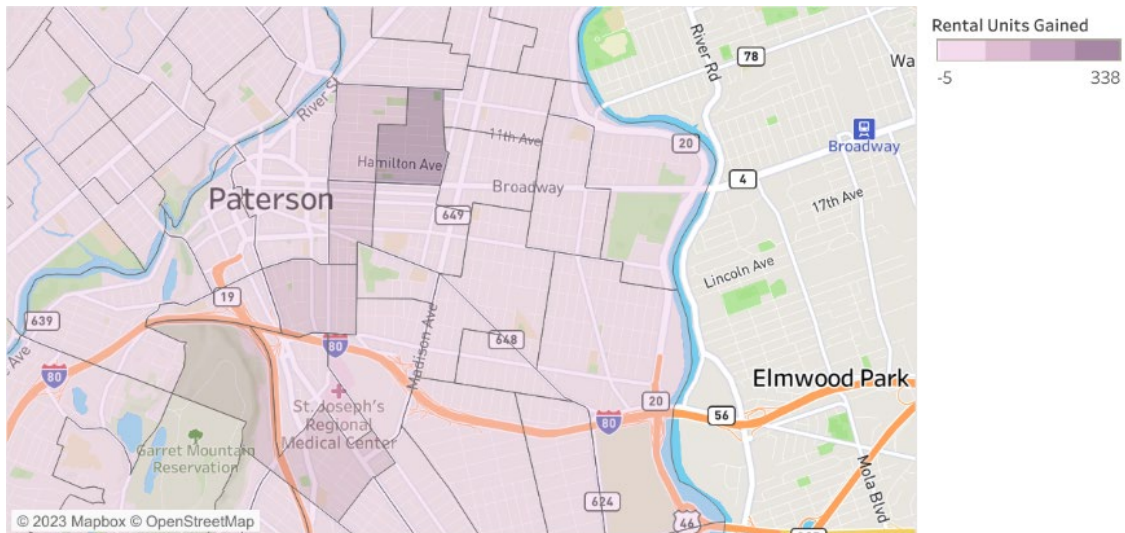
Regional Assets

Although no regional assets exist in the neighborhood boundaries, the neighborhood resides within an asset-rich region with regional assets within a short distance from the neighborhood.

Municipal Revitalization Priorities

In 2017, the city updated the 2003 fourth ward redevelopment plan to address changing neighborhood conditions. As a result, zoning policy changes were implemented based on the updated redevelopment plan and Fourth Ward Strategic Plan.

These changes promoted increased density and became the catalyst for a spike in new construction activity. Permit data confirms the new construction growth, revealing that census blocks 1814 and 1815 represented over 30% of the new rental units gained in the city.



The City of Paterson’s Master Plan encourages the formation of community plans throughout the city. In 2018, the city demonstrated its commitment to creating community plans by working with the Housing Authority to create the Fourth Ward Strategic Development Plan. The Fourth Ward Strategic Plan established strategic goals for development, economic development, public safety, health, and education.

Urban Enterprise Zone (UEZ) and Opportunity Zones

Census Tract 1815 is an Opportunity Zone. Tract 1815 is home to both neighborhood commercial and adaptive reuse zoning districts, which need investments. The neighborhood’s commercial areas, which run along Broadway and Rosa Parks Boulevard are within the Urban Enterprise Zones. The UEZ zone also extends along Straight Street and the railroad tracks to the east and generally along the railroad track to the west.

Recent Investment

Public Investment

The Rosa Parks neighborhood has seen an infusion of investments from local, state, and federal governments over the last few years. Most of these funds supported affordable housing initiatives in the study area.

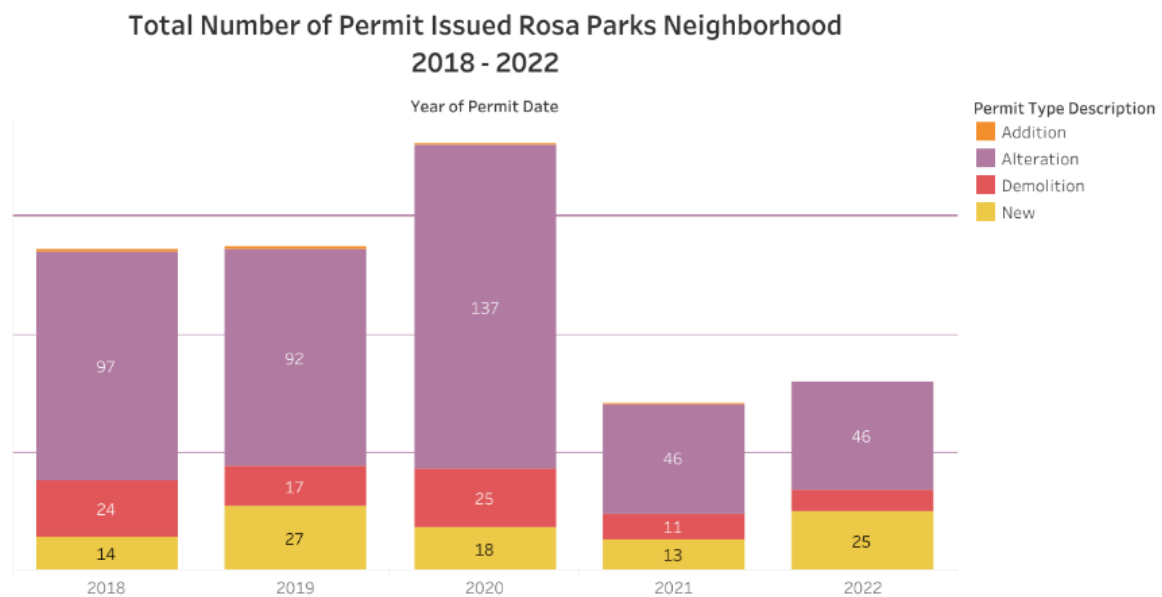
- The State of New Jersey’s Affordable Housing Trust Fund allocated 2.78 million dollars to construct thirteen single-family homes in 2020.
- Passaic County Habitat was awarded \$875,00 in federal Housing and Urban Development funds in 2020 for the construction of five homes on Hamilton Avenue
- The Paterson Housing Authority completed a 63-unit senior housing project serving residents 55 years of age and older.

Other federal grants supported the restoration of Vera Ames Community Park with an allocation in 2022 of one million dollars and three hundred and sixty in 2023.

Private Investment

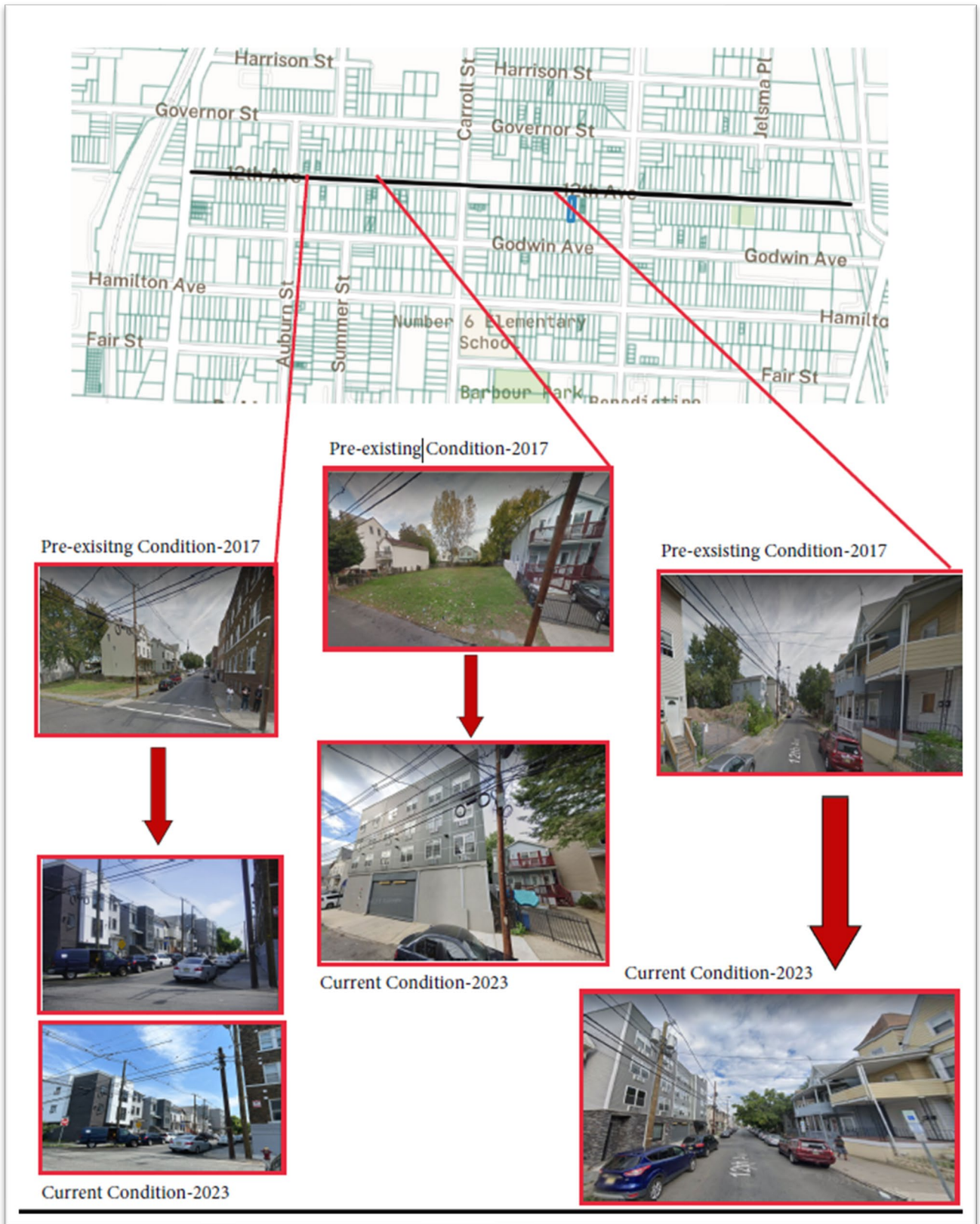
Permits issued between 2018 and 2022 reveal that investors and non-profit developers have made significant investments in the study area. According to published Uniform Construction code permit data, the neighborhood produced 3,378,862.00 cubic feet of new construction. This construction volume represents 18% of all cubic feet recorded for new construction in the city for that period. Much of the new construction built were multi-family structures, roughly two million cubic feet. Permit activity peaked in 2018 – 2020, with 2020 showing the highest number of permits (181).

The permits from the same period produced a net gain of 502 rental units and a net gain of 137 sales units.



Private investments flourished in the neighborhood since 2017. The illustrations below document the conditions in 2017 and 2023 in selected areas showing the extent of residential investment in the community.

Private Investment Transformation 2017-2023



Godwin Avenue Private Investment Transformation 2017-2023

The diagram illustrates the physical transformation of the Godwin Avenue area. At the top, a street map shows the layout from Governor St to Fair St and Auburn St to Jetsi. A thick black line highlights Godwin Avenue, with red arrows pointing to specific locations. Below the map, a series of photographs shows the transformation of buildings from 2017 to 2023. Red arrows indicate the flow of time and the progression of development.

Pre-existing Condition-2017

Pre-existing Condition-2017

Pre-existing Condition-2017

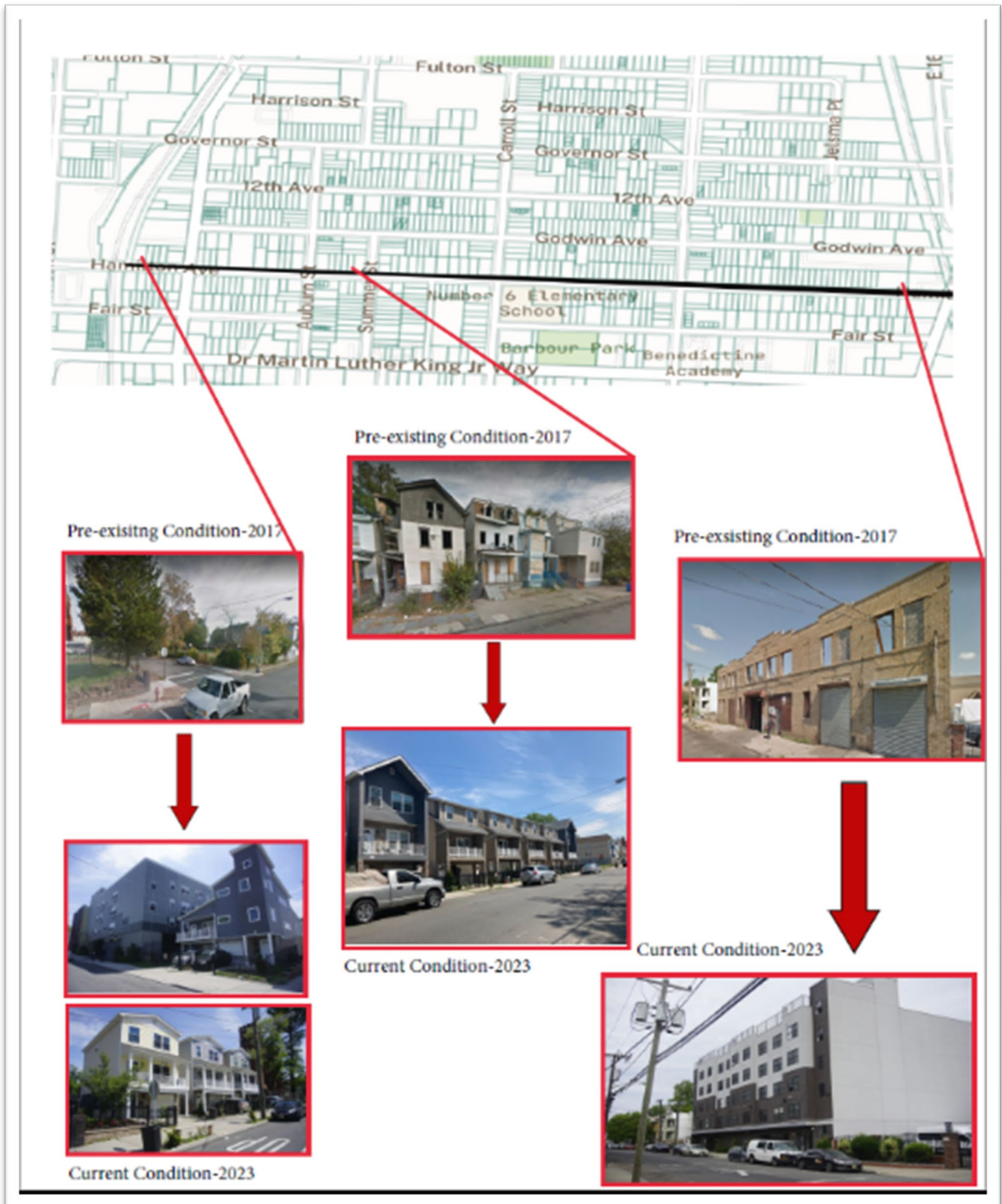
Current Condition-2023

Current Condition-2023

Current Condition-2023

Current Condition-2023

Hamilton Avenue Private Investment Transformation 2017-2023



The neighborhood also saw philanthropic investments from the Geraldine R Dodge Foundation. The foundation seeks to employ a One-Square-Mile Initiative within parts of the neighborhood. The foundation provides a one-million-dollar grant to Montclair State University to create a one-mile initiative starting at Paterson Eastside High School and extending into the neighborhood. The purpose of this initiative is to create a coordinated effort to advance the community's aspirations.

Neighborhood Involvement

Community Organization Effectiveness

Passaic County Habitat has been a stalworth in the Rosa Park neighborhood and the City of Paterson creating 300 homes and serving over 350 families and renovated over 40 homes city wide.

In the last five years, Passaic County Habitat has completed the following physical improvements:

Homes Constructed

Address	Type	Year Built
119 Governor St	Single Family	2017
128 Godwin Ave	Single Family	2017
143 Hamilton Ave	Single Family	2017
145 Hamilton Ave	Single Family	2017
207-209 Hamilton Ave	Single Family	2017
72 Godwin Ave	Single Family	2017
147 Hamilton Ave	Single Family	2018
65 Rosa Parks Blvd	Single Family	2018
84-86 Godwin Ave	Single Family	2018
87-89 Godwin Ave	Single Family	2018
209-211 Governor St	Single Family	2019
53 Godwin Ave	Single Family	2019
59 Rosa Parks	Single Family	2019
61 Rosa Parks	Single Family	2019
142 Hamilton Ave	Single Family	2020
144 Hamilton Ave	Single Family	2020
185 Hamilton Ave	Single Family	2020
187 Hamilton Ave	Single Family	2020
189 Hamilton Ave	Single Family	2021
193 Hamilton Ave	Single Family	2021
195 Hamilton Ave	Single Family	2021
211-213 Governor St	Single Family	2021

Demolition

185 Hamilton Ave	Single Family	2018
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Community Support and Engagement

Passaic County Habitat has a long history of supporting the Rosa Parks community both through creating affordable housing and supporting the social and physical well-being of the residents. Passaic County Habitat sponsors, facilitate, and convene citizen-led committees like the CPTED committee that develop public safety initiatives. Passaic County Habitat established and continues to support the Green Acre Community Garden which provides fresh food to the community and serves as a focal point for community activities. Recently, Passaic County Habitat facilitated the creation of an English as a second language program, designed to provide practical language skills not provided through traditional ESL programs. In addition, Passaic County Habitat sponsored or facilitated the following:

Green Acres Community Garden, Easter Basket Give Away	April 17, 2022
CPTED Committee Meeting	May 19, 2022
CPTED Committee Meeting	June 16, 2022
CPTED Committee Meeting	July 21, 2022
Rosa Parks Captain's Corner Block Party	July 2022
CPTED Committee Meeting	August 18, 2022
Community Garden Book Bag & School Supplies Give-away	October 8, 2022
CPTED Committee Meeting	September 15, 2022
CPTED Committee Meeting/Celebration	December 16, 2022
Annual Christmas Bike Give -Away	December 25, 2022
Martin Luther King Jr. Day Celebration	January 16, 2023
Green Acres Community Garden Easter Basket Give Away	April 9, 2023
Naming of Vera Ames Park Celebration and concert	July 13, 2022

Proposed Vision, Strategies, Activities, and Outcomes

Vision Statement

The Rosa Parks Neighborhood strives to become a safe, inviting, dynamic, diverse, and healthy community with excellent restaurants, thriving businesses, and quality affordable housing access for all residents.

Goals #1: Housing for all

Goals #2: Public Safety

Goals #3: Economic Development

Goals #4: Building A Stronger Community

Strategies

Goals #1: Housing for all

Strategy 1.1: Strategically maintain a spectrum of affordable housing options that meet the needs of all residents.

The Rosa Parks Neighborhood has seen a rapid increase in housing construction activity producing more than 30% of all new construction permits in the City of Paterson between 2017 and June 2022. However, during the same period, the neighborhood's population increased at a rate that outpaced housing unit construction. Residents have expressed that it is difficult to find affordable housing that meets the various needs of the community from seniors to those with disabilities. ACS Household income data confirms comments made by residents concerning affordability. Using the ACS median house income, only about 40% of the households can afford the median rent in the neighborhood.

Throughout the planning process, community members reinforced the importance of quality housing, ranking the issue as the second among issues facing the neighborhood's future. Residents emphasized a need for a wide range of housing options, particularly rental housing. Eighty-two percent of neighborhood residents reside in rental housing, making quality, safe, and affordable rental housing critical to the quality of life in the neighborhood. Residents also discuss how they found it difficult to find specialized housing that meets their needs. The Hispanic community members voiced a particular concern that landlords take advantage of Spanish-speaking tenants. The activities under this strategy provide actions that create and maintain a wide array of housing alternatives that meet all community member's needs and provides a full continuum of housing from the unhoused to end-of-life housing requirements. In addition, the

activities will give tenants the tools needed to address rental tenancy issues and provide educational and advocacy interventions.

Activities:

Education and Outreach: Provide educational and outreach programs that increase the awareness of tenant rights. In addition, design outreach programs in a manner that increases accessibility to those with language or other barriers to participation.

Counseling and legal Support: Partner with volunteers or other organizations and New Jersey Legal Services (NJLS) to provide counseling and legal support that allow tenants to navigate issues like eviction and other tenant rights violations.

Advocate for Housing Policy Changes: Advocate for local policy changes that support affordable quality rental housing, including but not limited to rent control and strategic code enforcement policies.

Review current abandoned property ordinances, policies, and practices: Review local vacant property ordinances to ensure vacant properties are registered and rehabilitated.

Acquire and develop quality new rental housing: Support and partner with others to promote, construct and manage new affordable rental housing units that are accessible to all members of the Rosa Parks Community. Provide rental housing options that can be used as a bridge to future homeownership.

Advocate for programs that ensure the continued supply of housing units to non-profits like Passaic County Habitat to ensure the creation of affordable housing units of all types: Support the development of a mechanism such as land banking or other tools that would ensure non-profit developers have an opportunity to access city-owned properties at an affordable cost that would create opportunities for new affordable housing.

Create an array of housing products: Promote the creation of all types of affordable housing options including but not limited to homeownership, rental, supportive, transitional, and other types of housing options needed in the community.

Strategy 1.2: Maintain and Increase Homeownership

Homeownership in the neighborhood is low at sixteen percent. The neighborhood's homeownership rate increased by twenty-one percent since 2010, a growth rate driven partially by Passaic County Habitat's acquisition, rehabilitation, and home purchasing programs. Since 2010 Passaic County Habitat has created 29 units for homeownership and is constructing 5 additional units in the neighborhood. Homeownership growth in Passaic County and Paterson City, by contrast, showed negative growth trends reducing by -5.26% and -14.39%. Passaic County Habitat's success in increasing homeownership warrants its programs being the centerpiece of homeownership efforts in this plan.

Residents from the African American community voiced concerns that homeownership opportunities were disproportionately unavailable to them. The 2018 - 2021 Home Mortgage Disclosure Act data confirmed their perception of disproportionate loan denials. According to the

Mortgage disclosure data, African American applicants in the study area had denial rates double that of white applicants. Further, the data revealed that the denials were primarily related to credit history and a lack of collateral. Based on the data uncovered, special efforts to develop programs to assist African American residents with credit reclamation and early homeownership financial training are necessary. Partners like the City of Paterson's Financial Empowerment Center will be an essential resource in this area.

Community members expressed a need to provide new homeownership opportunities and other support services necessary to prepare residents for homeownership. Areas of need identified by residents include housing counseling, credit counseling, new home buyer education, and financial literacy.

Activities:

Create Home Ownership Opportunities: Rehabilitate and develop homes for homeownership of various types including single and multi-family houses.

Provide Homeownership Assistance Programs: Help potential homebuyers from the neighborhood obtain homebuyer and financial literacy counseling, down payment assistance, matched savings incentives, and affordable mortgages. Use and expand Passaic County Habitat's certified HUD counseling services to assist residents. Develop credit enhancement programs for lower credit borrowers to improve access to mortgages. Use tools like shared equity mortgages to increase access to homeownership.

Provide Credit Repair Assistance Programs to African American community: Help African American residents from the neighborhood obtain access to homeownership through targeted counseling and other services/programs. Partner with other organizations like the City of Paterson's Financial Empowerment Center to help provide financial mobility services.

Preserve the quality of existing homeownership units: Provide home repairs through the implementation of a critical home repair program. Provide other home repair/care services like weatherization services to existing homeowners. Support repair projects that prioritize the reduction of lead in households.

Goals #2: Public Safety

Strategy 2.1: Support Community Public Safety Efforts

Neighborhood crime is more prevalent than in the city (2,446 crimes per 100,00 persons), with an overall crime rate of 18,665 per 100,000 persons. During the planning process, residents have identified crime as a threat to the stability of the neighborhood and one of the community's major weaknesses. Consequently, community residents are already organizing activities to reduce crime. The 2018 CPTED audit created a community-based committee that promotes the CPTED approach to crime reduction. Paterson Operation Cease Fire works with the community on the issue of gun violence. The Paterson Healing Collective is a hospital-based crime prevention program that provides mentoring, high-risk interventions, and support for survivors of violence in the

neighborhood. Organizations like Moms Demand Actions and other public safety and anti-violence groups can be found throughout the neighborhood. With a solid group of engaged community-based organizations already working in the neighborhood, the proposed activities will focus on supporting, expanding, and improving existing crime prevention programs.

Activities:

Continue to work collaboratively with residents to implement Crime Prevention Through Environmental Designs (CPTED) techniques throughout the study area:

Implement key strategies outlined in the 2018 CPTED audit:

- Develop a program to maintain existing street trees and to plant and maintain additional shade trees to cover gaps in the tree canopy.
- Advocate for the city to authorize an ordinance to prohibit the use of chain-linked fences along street-fronting properties.

Encourage enhancements to gateways into the neighborhood by making improvements that may include, but are not limited to:

- Pedestrian-scale streetlights and banners
- Placement of additional shade trees
- Decorative fences and hedges replacing chain-linked fences.
- Screens to obscure air condition units.
- Specialty paving and additional lighting to announce the gateways into the neighborhood.

The illustration below depicts a gateway improvement design proposed in the CPTED audit for the gateway at Broadway and Rosa Park Boulevard which can be used as a model throughout the neighborhood’s gateways.



Improved Lighting: Promote increased street lighting throughout the neighborhood with particular attention to areas where limited lighting encourages criminal activity. Work with the

City and Public Service Electric and Gas (PSEG) on a streetlight outage reporting program. Advocate with the City and PSEG to prioritize tree maintenance issues that interfere with street lighting.

Vacant and Abandon Properties: Employ programs and techniques that transform abandoned and vacant properties and lots into productive or alternative uses like community gardens and parks.

Citizen-Led Public Safety Actions: Support and organize community residents and organizations like Paterson Operation Ceasefire, the Paterson Healing Collective, and Fourth Ward CPTED Committee around public safety issues, working with Paterson Police or other public officials as appropriate.

Crime Prevention Programs: Encourage residents to install crime prevention and public safety devices on their properties and homes. Provide residents with crime prevention and safety devices such as motion-activated lights, front porch lights, smoke detectors, reflective house numbers, and carbon monoxide detectors.

Strategy 2.2: Engage and influence the Paterson Police Department and the Attorney General's Office in the Development of a Community-Centered Policing Program.

Public Safety was a dominant issue raised throughout the public engagement process because it impacts every segment of the community and all other aspects of life. During the youth and public safety community meeting, residents and public safety activists engaged with the Paterson Community Police Division and expressed the community's desire for community-centered policing. Members of the community expressed their desire for more police presence in their neighborhood but were also concerned about being over-policed and the use of excessive force. Community Police officers advised the community that their division's job is to build better relationships with the community and look forward to more interactions with the neighborhood.

One week after that meeting, members of the Paterson Police fatally shot a violence intervention specialist having a mental crisis. Causing community outrage over the use of excessive force by the Police. Four weeks later, the New Jersey Attorney General's Office took control of the Paterson Police Department citing a crisis in confidence in the Paterson Police Department brought about from systemic problems over the years. The New Jersey Attorney General's takeover of the Paterson Police Department provides the community with an opportunity to engage with the NJ Attorney General and the Paterson Police to transform the department into a community-centered police department. The activities in this strategy are designed to ensure the Rosa Parks Neighborhood becomes fully engaged in transforming the Paterson Police Department.

Activities:

Regular Meetings with Police: Host regular meetings between the Paterson Police Department (PPD) and neighborhood residents to address neighborhood “hot spots” and other quality-of-life concerns.

Relationship Building: Promote increased community-building and relationship-building between governmental officials (PPD, city officials, county officials) and residents through activities and programs.

Support Implementing the ARRIVE Together Program: Support expanding the Alternative Response to Reduce Instances of Violence and Escalation (ARRIVE Together) program into the City of Paterson. The ARRIVE Together program pairs plainclothes police officers and mental health experts and responds to certain 911 calls involving people facing a mental crisis.

Support the Transformation of the Paterson Police Department: Work with the NJ Attorney General and the Paterson Police Department to ensure law enforcement policies and practices support the following principles:

- Transparency
- Empathy
- De-Escalation
- Collective Community Action
- Trust
- Inclusion, equity, and equality

Goals #3: Economic Development

Strategy 3.1: Provide community residents with an opportunity to take advantage of employment training programs that support obtaining and advancing in “Good Jobs” in the region.

The ACS unemployment rate in the neighborhood is 3.9%, a lower rate than the city and the County. Workers in the neighborhood experience low earnings, they have median earnings of \$25,569.00 in census tract 1814 and \$25,458.00 in census tract 1815. The median wage in the neighborhood is 11% lower than the city’s wage and about 31% lower than the county. Neighborhood residents stated that although they could find a job, the low pay and inadequate benefits were detrimental to the quality of their lives. In some cases, residents cited situations where employers exploited workers, further impacting their ability to provide for their families. Consequently, the activities associated with this strategy support workers to move into “Good Jobs” that pay a living wage and provide benefits. In addition, the activities empower workers by providing education and advocacy relating to worker rights. The activities outlined also address the needs of a growing Hispanic community in which forty-five percent of the population over the age of five speak Spanish. Consequently, efforts should ensure activities and training are conducted in both Spanish and English to ensure inclusivity.

Activities:

Allied Health Training: Partner with Passaic County Community College and William Paterson University Continuing Education Program to provide training in the Allied Health field that links residents to employment opportunities at Saint Joseph's Regional Medical Center and other health-related employment sectors.

Industry Specific-Training Programs: Partner with Passaic County Community College's Center for Continuing Education, William Paterson University, and other specific job training/readiness programs on various training opportunities that include but are not limited to food services, emergency medical services, fire safety, and education. Provide services to support training programs like transportation assistance. Seek a partnership with William Paterson University's School of Continuing and Professional Education to take advantage of Professional Certification programs including entrepreneurship, service technicians IT, Healthcare, and business.

Increase resident access to the One Stop Workforce Development Center: Create pathways for residents to fully access the services provided through the One Stop Workforce Development Center. Develop tools that allow residents to navigate the workforce development bureaucracy enabling them to take advantage of Training Programs (On-Job Training, Employer Partnership Programs, Apprenticeships, and Training while unemployed), employment support programs (Resume writing, Interview skills, Networking, and other soft employment skills), and specialized programs that support mature workers, Youth Opioid-impacted, Justice involved, and disabled residents to ensure residents can participate in the workforce.

ESL Classes: Continue collaboration between Passaic County Habitat, Grace Gospel Church, Painting Smiles Foundation, Tier I Recovery, Say That be That, Vide Nueva Paterson, Montclair State University, and Oasis to provide, English as a second language classes (ESL) to improve opportunities for advancement in the workforce.

Logistic/Transportation Training: Create a pathway for CDL certification and other logistics/transportation training to provide employment opportunities in the growing logistics and transportation industries. Further, the certification would reduce hurdles to gaining employment in entry-level local and county government public works employment.

Job Readiness Training: Provide job readiness training by partnering with regional educational and workforce development institutions like Passaic County Workforce Development Center, William Paterson University, Montclair State University, and other local educational institutions to provide job readiness skills and other employment skills necessary to attain and advance in advancing industries.

Labor Rights Training: Partner with labor advocacy organizations to create an initiative in the neighborhood that promotes labor rights, labor organizing, education and advocacy training related to fair wages and better jobs.

Apprenticeship Programs: Partner with local trade unions and contractors that provide apprenticeship opportunities. Explore relationships with technical training institutes and others providing training and access to construction jobs.

Youth Educational and Job Readiness Training: Identify current youth ages 16-24, to participate in programs like Passaic County Community College program, Youth Rise Academic Readiness &

Career Pathways Program, where students obtain their High School Equivalency diploma while getting assistance with career or college components.

Criminal Record Expungement/Driver’s License Restoration: Develop programs with partners that provide aid with criminal records expungement and driver’s license reinstatement. Support residents obtain non-drivers Identification cards from the state of New Jersey.

Strategy 3.2: Create a Strong Vibrant Business Environment

Rosa Parks Boulevard and Broadway/Martin Luther King Blvd are the commercial corridors in the neighborhood. Rosa Parks Boulevard is home to neighborhood-oriented businesses between Broadway and 12th Avenue. During a community mapping exercise residents were asked if they shop in or outside the neighborhood for groceries or other services. The mapping exercise revealed that only 14% of residents surveyed shop for groceries while 33% shop for other services in the neighborhood. Further, when asked what services are missing healthy eating alternatives, sit-down restaurants and sit-down coffee shops received the most responses. As a result, the activities in this strategy concentrate on creating physical improvements to bolster the attractiveness of the business corridors to businesses and shoppers.



Activities:

Façade Improvements: Buildings in commercial districts lack a consistent appearance, and do not create cohesive districts or identifiable places. To create cohesive business districts, a façade improvement program should be explored in coordination with the Paterson Restoration Corporation (UEZ)

Streetscape Improvements: To soften the streetscape consisting of mostly asphalt and concrete, along with the massing of structures along the sidewalk, requires the addition of street furniture, shade trees, and other streetscape improvements. Particular attention should be paid to major gateways into the neighborhood like Broadway and Rosa Parks and Broadway and Carroll Street. Install “daylighting” techniques at corners with crosswalks, so that vehicles do not park too close to crosswalks, reducing motorist and pedestrian visibility at those crossings.

Complete Street Improvements: Advocate for a “complete streets” approach to neighborhood roadway improvements as adopted by the Passaic County Transportation element of the 2012 master plan and the fourth ward redevelopment plan to ensure streets are designed for all users. (Pedestrians, motorists, and cyclists) The suggested improvements may include traffic-calming measures, pedestrian crossing enhancements, and bicycle infrastructure.

Pedestrian Amenities: Support the recommendation in the Paterson Master Plan, 4th Ward Redevelopment Plan, and CPTED plan to provide pedestrian amenities such as curb bump-outs and marked crosswalks.

Improve Security in the Commercial District: Implement CPTED recommendations on Rosa Parks Boulevard. Explore and implement improvements using the CPTED approach along Broadway.

Strategy 3.3: Provide Support for Business Development, entrepreneurship, and social entrepreneurship.

Thirty-three percent of businesses in a survey asserted that they needed support, understanding, and navigating various governmental approvals. In the same survey, twenty-five percent of business owners expressed a need for assistance purchasing or renovating business signage, while 16% needed business and financial assistance. Further, the study area has 4.8% of its employees classified as self-employed of some type. Consistent with the results found in the business survey, and the relatively high self-employment, the activities under this strategy provide needed support identified by business owners and entrepreneurs.

Activities:

Attracting New High-Quality Businesses: With many vacant storefronts, work with property owners to address barriers to leasing/selling space to a variety of businesses, particularly those identified during the planning process (sit-down restaurants, sit-down coffee shops, dry cleaners, and stores with healthy food alternatives). Offer a variety of support services directly to businesses including but not limited to commercial rent subsidies, and small business loans interest rate buy-downs.

Technical Assistance, coaching, and consulting: Provide technical support, coaching, and consulting to businesses looking to move into the neighborhood. Support existing businesses wanting to stay in the community and social entrepreneurs working in the community. Provide entrepreneurs with technical, financial, training, and consulting support needed to thrive in the neighborhood. Support entrepreneurs, social entrepreneurs, and businesses through the licensure process and other regulatory hurdles.

Provide microloans for entrepreneurs: Support local entrepreneurs interested in starting a business in the Rosa Parks Neighborhood by providing a microloan program. Connect African American business owners to existing initiatives specifically designed to support Black-owned businesses like Coalition to Back Black Businesses (American Express), Rising Tide Capital, and the African American Chamber of Commerce.

Focus Area: #4: Building a Stronger Community

Strategy 4.1: Community Building

A significant part of creating a vibrant neighborhood is having an engaged citizenry. The Rosa Parks Neighborhood has numerous strong and committed community leaders and organizations.

Residents' commitment is evident in the number of citizen groups who have remained active long after sponsoring organization support has waned. Paterson Ceasefire Group Committee and the CPTED committee are examples of these committed organizations. To take advantage of the committed citizenry, this plan proposes a set of activities that support existing community leaders and organizations by providing resources through community grants and leadership training to bolster organizational capacity. Although these organizations are highly committed, there is a lack of coordination between groups. This plan supports investigating the use of existing coordinating organizations or developing a new coordination mechanism.


One recurring theme heard during the community meetings was that residents wanted to understand how to make a difference in their community and influence local government decisions impacting their quality of life. The activities outlined will provide leadership and advocacy training to influence decisions affecting the community and assist residents in creating community-driven solutions. Identifying additional highly engaged residents can only be realized through an intentional, sustained, and systematic community organizing effort. So, the activities promoted in the plan support developing a well-organized sustained community organizing mechanism.

Activities:

Train Resident for Local Government Advocacy: Create opportunities for residents to understand the local government policy-making process and develop mechanisms to influence policy outcomes.

Community Leadership Training: Provide residents and organizations with leadership, community organizing, and advocacy training.

Community-Based Neighborhood Grants: Support community-based, community service organizations and faith-based organizations to create community-building activities and other services for residents in the Rosa Parks neighborhood.

Neighborhood Association:  Develop a mechanism that can serve as a neighborhood association to help empower residents, build social capital, enhance a sense of community, and elevate civic engagement.

Community Engagement Events: Create and support activities or organizations sponsoring community engagement activities. Support current National Night Out efforts to bring more services to the event.

Create an Effective Community Organizing Program: To plan and carry out a well-designed community organizing operation to increase civic engagement and help residents lobby for local issues. Provide support for regular outreach, monthly community meetings, leadership development support, capacity building, and support organizational collaboration. Hire the personnel necessary to carry out these tasks.

Strategy 4.2: Events and Celebrations

Neighborhoods thrive when people connect in meaningful ways in environments that enhance the community's ability to create a sense of place. Building on activities residents previously found important to the community, the activities below work toward creating celebrations and events that reinvigorates a sense of community.

Activities:

Beautification program/Community Cleanups: Support residents in regular community cleanup and beautification projects that plant trees or apply fresh paint to eyesores.

Assist coordination and marketing of neighborhood events: Assist community-led projects designed to engage, beautify, and create community pride (e. g. arts programming, cultural festivals, block parties, etc.)

Support celebration of history and culture: Sponsor, support, and encourage using history, art, and culture to create a sense of place in the neighborhood. Efforts in this area have already begun with renaming Rosa Parks Boulevard after a civil rights icon and the creation of MLK Martin Luther King Park. The community should expand the use of civil rights history throughout the neighborhood. In addition, the community should aim to celebrate the strong and diverse cultural vitality through cross-cultural appreciation programs from cultural groups including but not limited to Dominican, Puerto Rican, and Mexican residents.

Strategy 4.3: Create a Healthier Neighborhood

The life expectancy in the neighborhood ranges between 69 and 76 years old compared to 77 years for city residents. Health indicators confirm that residents have worse health outcomes than others in the city and county. The neighborhood finds 70% of residents are overweight, 17.4% with Diabetes, 13% with asthma, and 19% with depression.

Passaic County Habitat and other stakeholders in the Rosa Parks neighborhood have long understood how essential creating a healthier community is to revitalizing a neighborhood. Passaic County food policy council and the Health Council of Passaic have led the way in developing initiatives and programs local partners have implemented in the community. The activities in these strategies support programs and initiatives that address the social determinants of health.

Activities:

Support Health Initiatives: Build on existing partnerships with the Passaic County Food Policy Council and the United Way of Passaic to implement portions of the Passaic County Food Policy Council's Blueprint for Action and other initiatives. Support corner stores to create healthy corner store policies. Implement healthy corner store policies and practices in one store in the neighborhood or recruit a new business willing to adopt the policy. Continue to engage with and

build on the coalition working on the Building Healthier More Equitable Communities Initiative and the Health Coalition of Passaic County to address the social determinants of health. Promote creating a lead-free environment in the neighborhood. Expand and support the green infrastructure in the study area by replicating the Haledoon Avenue "green street" project along Fair Street. Green infrastructure helps alleviate rainwater infiltration into sewer systems reducing trash, bacteria, heavy metals, and other pollutants from entering our waterways.

Increase Access to Fresh Healthy Food and Provide Nutrition and Healthy Cooking Educational Programs: Work with existing groups supporting families like Passaic County Food Policy Council, New Destiny Family Success Center, and Eva's Village to provide nutrition and cooking educational classes and educational materials. Promote farmer's markets to provide fresh fruits and vegetables to the community. Develop programs that enhance access to fresh fruit and vegetables by creating incentives such as bonus purchasing power using food assistance benefits at the market. Encourage alternative methods for providing fresh convenient fruits and vegetables using mobile veggie markets.

Increase Access to a Diverse Array of Healthcare Services: Partner with local healthcare providers and institutions to ensure quality medical care. Support the reopening of the Broad Street Community Health Center and advocate for its continued service to the community. Create opportunities for partners to share information and provide services directly to residents during community events. (Mobile healthcare services, mini-health fairs, information sharing) Ensure the community uses the services provided by the full-service community school. Support programs that provide pre- and post-natal care to ensure birth equity in the community.

Community Health Hub: Explore the possibility of creating a health hub by working with the Community Health Center, Saint Joseph Hospital, and New Jersey Housing and Mortgage Finance Agency to take advantage of the Hospital Subsidy program to create affordable and supportive housing and other supportive services near medical facilities.

Promote Access to Mental Health Services: Partner with School #6 and other mental health providers to ensure mental health services are available to the community, particularly youth.

Promote Access to the Continuum of Care for Substance Abuse-Related Issues. Partner with Tier I Recovery and other providers to assist residents in accessing a full range of services. Inclusive of programs that address a person's physical, behavioral, mental, and financial well-being.

Strategy 4.4: Increase the Access and Use of Neighborhood Parks and Public Open Spaces

As outlined in the City of Paterson's Parks and Open Vision 2021, parks and open spaces can support economic development, health, flood prevention, and community development. The COVID-19 pandemic illustrated the importance of parks and open space particularly in high-density neighborhoods like Rosa Parks. Residents identified the need for open spaces and parks as important, yet they found that parks were often not accessible to the public. Through community activism and government support, recent initiatives have begun to improve and reinvigorate the parks and open spaces. The city has committed 1,360,000 dollars in federal funds

for improvements to Barbour Park, while Wrigley Park was renamed after Vera Ames, a beloved Councilwoman from the area. The activities below concentrate on activating parks and open spaces to make them accessible to the entire community.

Activities:

Park Improvements and Expansion: Improve Park facilities conditions at Barbour and Vera Ames parks to include but not limited to improving playground equipment, installation of bathroom facilities, and improved lighting and fencing. Seek the creation of additional parks and open spaces in the community.

Park Design: Improve park designs through a community-driven process. Make other improvements in the design of parks to increase safety, improve access (sidewalks, pathways, and gates), and encourage enjoyment of the park by all community members. Pursue a major rethinking of 12th Street Park.

Increase Accessibility at Parks: Ensure parks are open and accessible to the public by increasing the programming in the parks. For example, small pocket parks like Rev Dr. Martin Luther King Park can sponsor environmental events for earth day. A larger park like Barbour can hold events like a farmers' market. Partner with neighborhood groups to host small- and medium-scale events (e. g. food truck festival, movie nights, and exercise programs, etc.)

Advocate for the City's Proposed Coordinator for Parks and Garden Position: Support the creation of a full or part-time volunteer coordinator for parks and gardens that can support existing "friends of parks" groups supporting Vera Ames and Barbour to assist in better coordination with the city.

Expand the Number of Community Gardens and Support Existing Gardens: Collaborate with Paterson Community Garden Coalition and City Green to create more community gardens. Work with Paterson Community Garden Alliance and other organizations to provide technical assistance, financial and other support to community groups operating community gardens. Develop community gardens and pocket parks on undevelopable vacant parcels. Continue to support the Green Acres Community Garden.

Strategy 4.5: Youth

The Rosa Parks Neighborhood NRTC Steering Committee created a youth subcommittee to capture youth voices in the community. The youth subcommittee partnered with Jump Start, a youth organization serving the neighborhood. The subcommittee conducted a listening session to identify issues affecting young people. Youth identified safety as the issue most impacting them. Young people indicated that a lack of public safety interferes with their ability to go to school, go outside, or feel secure anywhere in the neighborhood. The Jump Start program and similar youth programs provided young people with a safe and supportive environment, allowing them to feel secure. A large portion of neighborhood youth can be considered disconnected. The study area has a youth population between the ages of 16 and 19, not in school in which sixty-one percent of the population is unemployed or not in the labor market, a rate higher than the

city (52%) and the County (55%). The activities under this strategy support existing youth organizations in the neighborhood, ensuring that youth are prepared for the future. The proposed activities also provide life and job readiness skills to help youth as they move into adulthood.

Activities:

Support Youth Organizations: Partner with organizations like Jump Start, church-based youth groups, the City of Paterson Recreation Department, Community School #6, and others to provide a wide range of youth programming and support services. Support the creation of a restorative justice hub designed to help youth and families heal, reconnect, and build healthy relationships.

Youth Leadership Program: Partner with existing community organizations, faith-based organizations, and schools to create youth leadership programs. Create a Rosa Parks Youth Council.

Youth Life Skills and Job Readiness Training: Create opportunities to provide youth life skills with an emphasis on financial literacy that promotes future homeowners. Partner with organizations discussed in section 3.1 and others to provide job readiness training.

Strategy 4.6 Ensure an intergenerational lens is used to develop activities outlined in the strategies for this plan and specialized senior services are provided.

Using an intergenerational lens to develop and implement all the strategies in this plan will address issues raised by seniors in their focus group. Seniors are seeking full involvement in all aspects of the community. However, current conditions in the neighborhood have made them feel isolated and unable to enjoy the full benefits of the community. Seniors cited issues from public safety to the lack of community celebration as problems reducing their ability to feel part of the neighborhood. Problems raised by the seniors mirrored those raised throughout the study area. But seniors had particular nuances to the issues and how they impacted them. Seniors felt uneasy going to corner stores because groups of young people tended to hang out around the store entrances, making the store inaccessible. Older adults found the excessive noise from loud music and car engines a particular nuisance. Consequently, the activities in this strategy will ensure all activities in the plan are developed and implemented to reflect the needs of aging residents. In addition, aging adults in the community also identified specific needs and desires related to their station in life.

Activities:

Housing: Create affordable housing options for aging adults as part of strategy 1.2. Help aging adults remain in their homes by providing a critical home repair program as outlined in strategy 1.3.

Public Safety: In addition to activities proposed in strategy 2.1, work with business owners to implement CPTED, particularly around corner stores within walking distance of concentrations of seniors, thereby increasing their sense of safety and encouraging the use of neighborhood resources by seniors. Work with business owners to make their stores more welcoming to seniors

by providing security assistance programs that could increase safety by providing outdoor camera surveillance or other measures to make customers feel safer.

Economic Development: Attract new high-quality businesses that allow seniors to conduct business or use services seniors desire including a sit-down restaurant, a gym, a coffee shop, quality butcher, and dry cleaners as outlined in strategy 3.2.

Health: Work with groups to support educational programs supporting/promoting nutrition and healthy cooking, access to healthy food and access to a diverse array of healthcare services, and access to mental and substance abuse services available to seniors in the community as part of strategy 4.2.

Community Building: As part of efforts in strategy 4.1, actively engage aging adults in leadership training, government advocacy, the neighborhood association, and community events. Create park designs inclusive of seniors. Work with the community, parks interest groups, and the local government to ensure park spaces are designed and improved with an intergenerational orientation. Partner with community organizations to provide park programming that encourages senior participation.

Senior Transportation Services: Advocate Passaic County Senior Services to ensure Para-Transit services are convenient and reliable for all seniors in the neighborhood. Ensure seniors have access to local, county, and state resources for seniors.

Create Intergenerational Programing: Create programs that foster intergenerational interactions with organizations like the Senior Success Center and facilities like Rising Dove Senior Center and other facilities servicing the aging community.

Participatory Planning Process

Community Participation

This neighborhood plan was created through a participatory planning process over a ten-month period from August 2022 through June 2023. The planning was driven by neighborhood residents and incorporated insights from local business owners, property owners, and local government officials. Habitat initiated the process and conducted outreach through their community networks.

The planning process included the following components:

- 10 monthly steering committee meetings
- 18 monthly public community meetings and focus groups
- Community input survey
- Business input survey

Notice to the City of Intent to Develop a Neighborhood Plan

On March 2, 2023, Habitat provided notice to the City of Paterson of its intention to develop a new neighborhood plan for the Rosa Parks Neighborhood.

Steering Committee

To ensure the planning process was inclusive and incorporated different perspectives Habitat formed a steering committee made up of 10 representatives. The members of the steering committee consisted of Rosa Parks resident leaders, public officials, and representatives from partner organizations. They met on the second Thursday of every month during the planning process, a total of 14 meetings.

Community Meetings and Focus Groups

As the backbone of the planning process, Habitat hosted a series of community meetings and focus groups on issues and topics important to the community. Each of the meetings was led by 2-3 steering committee members with assistance from the Community Strategies and Habitat teams. In addition, there was Spanish translation at every meeting if needed. After each meeting, the notes were posted on the neighborhood’s website.

Schedule of Community Meetings and Focus Groups

Date	Topic (s)
October 8, 2022	Community Picnic at Green Acre Community Garden
October 15, 2022	Plan Kick Off Meeting at Vera Ames Park
October 27, 2022	Jobs, economic development, transportation and Open Space
October 29, 2022	Jobs, economic development, transportation and Open Space

November 10, 2022	Youth Subcommittee Meeting
November 17, 2022	Housing, Business, and Economic Development
November 19, 2022	Housing, Business, and Economic Development
November 21, 2022	Youth Subcommittee Meeting
December 15, 2022	Youth Focus Group
January 21, 2023	Tenant’s Rights
February 6, 2023	Youth Focus Group Podcast
February 25, 2023	Youth and Public Safety Meeting
March 8, 2023	Seniors Focus Group
April 8, 2023	Mental Health, Substance Abuse and Capacity Building
April 22, 2023	Strategy Review Meeting
May 15, 2023	Property Owner Focus Group
May 25, 2023	Non-Profit Focus Group
June 3, 2023	Review Draft of NRTC Plan

Summary of Community Input

Community Picnic at Green Acre Community Garden – October 8, 2022

During the initial meeting, residents were given an overview of the NRTC program and participated in a community poll and issue ranking. Only 14% of residents said they buy groceries within the neighborhood because it is too expensive. 33% of residents said they shop within the neighborhood, but the majority said they shop downtown or through Amazon. Next, 40% of residents said they eat out at fast-food establishments. Lastly, 20% of residents said they hang out with friends within their community.

Plan Kick Off Meeting at Vera Ames Park- October 15, 2022

Residents participated in a SWOT analysis. Residents identified the most important issues to address in the community being quality rentals, overcrowded housing, public safety, and available jobs. Resident responses to the most important issues to address in their community were lack of youth programs, community involvement, mental health resources, cleanliness, resident parking, leadership, public safety, continual criminalization of African Americans and Hispanics, and high levels of crime and guns. Residents’ responses to something that threatens the community’s future is the lack of respect for elders, community center, jobs, police response time, private developers increasing the cost of housing, and not taking care of the youth.

Jobs, Economic Development, Transportation, and Open Space – October 27 and October 29, 2022

Two different community meetings were held for this topic on different dates and times to ensure that residents had the best opportunity to participate. During the October 27th meeting much of the focus was on open spaces. Residents said that to have a successful partnership during the planning process, there must be effective communication and trust between all parties involved. Trust is especially important in issues of stewardship and autonomy as evident with neighborhood

parks where there are grassroots park committees that care for Barbour Park and Vera Ames Park, whose work has gone long gone unrecognized. At the October 29th meeting, residents had an open discussion covering topics ranging from education mobility to shifting cultural shifts and barriers. For example, many residents shared that they decided to work outside of Paterson because there are higher-paying jobs, and it is easier to find jobs for college graduates. In addition, they shared that immigration status and language barrier plays a role in earnings and the type of jobs they have access to. Residents expressed that high schools should offer skills/trade training and the government should attract more business.

Youth Focus Group – November 10, 2022

A youth subcommittee was formed in order to ensure youth voices were incorporated into the planning process. It consisted of members from Tier 1, Jumpstart, Habitat, New Destiny Family Success Center and School #6. During the meeting, members discussed what schools should be involved in and brainstormed events such as photo contests, writing contests, and podcasts. They also discussed that they want a consistent youth community meeting for youth's character and leadership development.

Housing, Business, and Economic Development - November 17 and 19, 2022

During the November 17th and 19th meetings, residents expressed great concerns about the state of housing within their community. One of the largest concerns among many of the attendees was the increasingly high cost and burden of rent. Moreover, buildings, old and newly developed, are overcrowded and the units within them are in poor condition. Often, landlords fail to make repairs when notified due to a language barrier with Spanish-speaking tenants, and overall disregard their concerns. Residents also expressed that a barrier to homeownership is poor credit, high down-payments, and communal mindset around ownership. Some potential solutions that the residents identified were tenant's rights, credit counseling and homeownership training. There was also considerable discussion and opinions around economic development and commercial activity within the community. Residents shared that the businesses in the neighborhood are quite expensive with extremely limited access to healthy and fresh food options in the area. Residents felt strongly that there was a lack of establishments that met their daily needs and strengthened community ties. Attendees proposed a community fixture, like a local coffee shop, that would allow residents to gather and socialize. They also expressed that there is a need for the creation of pathways to certification or degree for people immigrating into the neighborhood.

Youth Subcommittee Meeting– November 21, 2022

The youth subcommittee reconvened to create a plan on how to incorporate youth voices throughout the planning process. The subcommittee decided that a podcast and a writing contest would be effective, yet creative formats, to allow an often-disregarded stakeholder group to vocalize their thoughts and concerns regarding the community. It was decided, at the meeting, that a committee member would speak with students during a free period at their schools to explain the podcast and the creative writing contest. Also, they decided to host one after-school meeting at Jumpstart to gain insight into the community.

Youth Focus Group- December 15, 2022

This meeting was hosted by JumpStart, a youth education community-based organization, for participating youth residents at their offices. The youth fervently shared that they feel unsafe in their community because of violence, gang violence, an untrustworthy police force presence, physical and gun violence within the school, and rampant substance use along corridors like Broadway Street and Rosa Parks Boulevard. Still, the youth had an assortment of ideas for improving community conditions. Youth revitalization ideas centered around taking accountability for one's actions, staying out of the way of danger and violence, creating more spaces like Jumpstart which is a safe and positive space, police foot patrols, and increased parent involvement. A place where they feel the safest is their home, but they would like to see this expand outside of the home. The youth's understanding of what it means to be safe in the neighborhood is, "carry[ing] a gun, taser or knife", staying out of harm's way, being alone, making friends with the neighbors, and when there is not a feeling of threat.

Tenant's Rights - January 21, 2023

During this meeting, an attorney from Northeast NJ Legal Services presented to residents about tenants' rights. Topics covered were the eviction process, withholding rent, anti-eviction act, security deposit act, warranty of habitability, maintenance codes, and heat requirements.

Youth Focus Group's Podcast- February 6, 2023

The podcast was hosted by Jumpstart, Paterson Healing Collective, and Tier 1 with youth and some parents. Some of the youth's concerns were gun and gang violence, people loitering and selling drugs, being alone outside, and walking within the neighborhood. They feel safer during the day rather than the night because they can be more aware of their surroundings. However, a youth said, "you can get shot in the daytime and you can get shot in the nighttime". Some youth interact with their neighbors by greeting them, helping them by taking their garbage out, or bringing in their groceries. Youth feel safe in their homes and in Jumpstart, a youth program led by Jamie Bland, a community leader in the neighborhood. They feel they need more programs like Jumpstart to improve public safety and education outreach because it is a positive and safe environment that presents youth with opportunities. Youth shared how they would like to help in the community in the future. For example, one student wants to create dance programs to provide emotional support. Another student said they would like to improve the maintenance of sidewalks to ensure they are even so that no one slips and falls and residents can have a greater sense of pride in their community.

Youth and Public Safety, Meeting- February 25, 2023

During the meeting, participants had the opportunity to engage with Paterson's Community Police unit. The community police officer shared that they provide summer programs, attend community events and celebrations, and provide additional support in hot spot areas in the neighborhood. Participants emphasized a need to ensure the police department is adequately trained, especially in de-escalation strategies. Residents were concerned about a recent shooting incident at John F. Kennedy High School and children's safety. The department has increased patrolling in the area. A local nonprofit, Cease Fire, shared that they are educating youth about gun violence not just at the High School but also at elementary schools. They also have a gun

buyback program with the police department. Residents also expressed a need for more community-driven programs and initiatives, more collaborations, and community clean-ups.

Seniors Focus Group - March 8, 2023

Habitat hosted a focus group with Seniors at Rising Dove Senior Apartments. Seniors shared historical knowledge of the neighborhood and what events and stores there were. They shared stories about the local markets and events that were in the neighborhood such as a butcher shop, a hamburger sit-down restaurant and block parties and cookouts and how they would love to see that return to their community. Residents also expressed they would like local shops, a community health center, and community events, especially for the youth who desperately needed it. They also expressed that loitering and crime would have to be addressed so that they could fully access improved and increased community assets.

Mental Health, Substance Abuse and Capacity Building– April 8, 2023

Residents expressed that some ways to celebrate and share the neighborhood's culture and diversity are through gardening workshops, potluck events, health workshops, trade shops, and finding a centralized location that is accessible to all so they can get current events about the neighborhood. Residents expressed that some ways to improve community involvement in the neighborhood would be by speaking to more parents, hosting cookouts, service questionnaires, social media outreach, providing transportation, and helping pastors/reverends facilitate these conversations. Residents' response to barriers to active participation is trust, care, lack of communication, safety and danger, accountability, and low community morale. They also feel that before starting beatification techniques in the neighborhood, it should start by improving the conditions of the homes.

Strategy Review - April 22, 2023

Habitat hosted this meeting at Bethel AME Church to review the proposed strategies. Members of the steering committee explained how the strategies were created. Some of the feedback residents shared was to emphasize services and accessibility for the senior community and to ensure that the park permit process is accessible to residents and non-profits.

Community Input Survey

The community survey was distributed at each meeting and available on the neighborhood's website. There was a total of sixty-four responses from community residents. Most of the respondents live in the community to be near family and friends and 67% of them would continue to live in this community given a choice. They do not feel safe walking in the community during the daytime 63% responded unsafe and very unsafe. Then during the night, it increases to 86% feeling unsafe and very unsafe. Residents are concerned with pedestrians' safety since drivers speed, do not yield, and do not respect crosswalks. 75% of the respondents believe the neighborhood would improve.

Business Input Survey

During the planning process, a bilingual Habitat organizer conducted one-on-one interviews with business owners or a staff member with eight neighborhood businesses.

Questions	Results
Do you rent or own the space where your business is located?	50% own the space of their business
How satisfied are you with operating a business in this community?	88% are at least satisfied
If you had the choice, would you continue to operate a business in this community?	88% would continue to operate

Organizational Capacity and Experience

Organizational Capacity

Passaic County Habitat is a nonprofit Community Housing Development Organization (CHDO) operated on Christian principles that seeks to put God's love into action by building homes, communities, and hope. Passaic County Habitat is dedicated to eliminating substandard housing locally and worldwide through constructing, rehabilitating, and preserving homes; by advocating for fair and just housing policies; and by providing training and access to resources to help families improve their shelter conditions. Passaic County Habitat is part of the global network of Habitat for Humanity, which was founded on the conviction that every man, woman, and child should have a simple, durable place to live in dignity and safety and that decent shelter in decent communities should be a matter of conscience and action for all.

Founded in 1984, Passaic County Habitat has almost four decades of community development experience in the City of Paterson and the Rosa Parks neighborhood. Throughout its history, the organization has completed over 300 homeownership projects, representing both rehab and new construction. Passaic County Habitat manages an organizational budget of over \$6 million and has the administrative infrastructure to host over 4,000 volunteers per year. Chief Executive Director Scott Millard oversees a staff of 26 full-time and five part-time employees. In addition, 2-3 AmeriCorps service members work at Passaic County Habitat each year. The organization's three-person Finance Department has sufficient capacity to manage all of its finances, including its in-house mortgage underwriting. Passaic County Habitat also employs a nine-person Construction Department. Its neighborhood revitalization work is conducted by its Community Development Department led by Stephen Kehayes, Director, and supported by Aracelis Ruiz, Neighborhood Revitalization Specialist.

Current Activities

Passaic County Habitat has prioritized affordable housing construction and community-building activities in the Rosa Parks Neighborhood for over two decades. Since 2015, Passaic County Habitat has convened stakeholders as part of a Crime Prevention Through Environmental Design (CPTED) action committee that seeks to implement CPTED interventions in both the neighborhood and throughout Paterson's 4th Ward. Passaic County Habitat also is active in organizing neighborhood residents to conduct community-improvement activities like community clean-ups. Passaic County Habitat has led the way in increasing homeownership by constructing seven homes on Hamilton Street completed in 2021 and is on track to complete five additional homes on Governors Street in the summer of 2023. Passaic County Habitat also has eight new homes

under construction on Harrison Street. In addition to constructing homes, Passaic County Habitat completed Rev. Dr. Martin Luther King Park Jr. in 2019 and created a Green Acres Community Garden in 2013. Passaic County Habitat continues to support the garden with projects like the construction of a greenhouse.

Additionally, Passaic County Habitat has been the organizational lead of the revitalization effort in the Northside of Paterson since 2010. In 2021, Passaic County Habitat worked with Northside residents on a new NRTC neighborhood plan. Passaic County Habitat is implementing a number of NRTC funded activities in the Northside, including housing construction, community organizing, funding the creation of a community garden, youth development and job readiness training, and the construction of a new neighborhood park.

Development and Service Delivery Capacity

Passaic County Habitat has a strong track record of community development service delivery. Passaic County Habitat has completed 300 homeownership construction projects in Paterson, with most of them in the Northside. In the last five years, Passaic County Habitat has rehabbed and preserved affordability through a critical repair program of over 25 homes, newly constructed three others, and demolished three unsafe properties in the Northside. It has successfully completed and closed out three NRTC grants and is on track to complete two others. Passaic County Habitat led a community effort to reintroduce a public library branch to the community and implemented a Green Street-Complete Street redesign of the lower section of Haledon Avenue. In 1997, it helped form and incubate the Paterson Habitat Homeowners Association to ensure that homeowners who purchased Passaic County Habitat projects would have an organized and empowered voice to use to advocate for a better community. The Paterson Habitat Homeowners Association continues to be an active force and dedicated partner in the community today.