



PASSAIC EAST SIDE

NEIGHBORHOOD PLAN

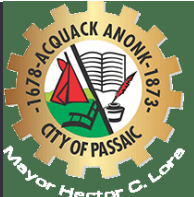


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FORM NP-1, page 1: COVER PAGE FOR SUBMISSION OF A NEIGHBORHOOD PLAN

Neighborhood: Eastside (Downtown) Neighborhood NJ Legislative District: 36

Eligible Municipality: Passaic, NJ Mayor: Mayor Hector Lora

Name of Applicant Organization: Boys & Girls Club of Paterson and Passaic

Name of CEO/Executive Director: Wendy McGuire

Address: 264 21st Avenue

City: Paterson State: NJ Zip Code: 07501

NJ Charities Registration Number: CH0178700

Contact Person for this Application: Wendy McGuire

Phone: 973-279-3055 E-Mail: wmcguire@bgcppnj.org

Cellphone
(optional): _____

What is the time period for this Neighborhood Plan?
(may not exceed Ten (10) years) 10

Did you partner with another organization to develop
the Neighborhood Plan? YES ☒ (If YES, complete NP-1 Page 2)
NO ☐

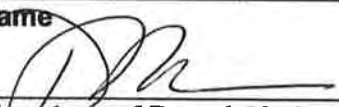
Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

Deborah Brim

President, Board of Directors

Name

Title



2/25/2021

Signature of Board Chairperson

Date

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: Paterson Habitat for Humanity

Contact Person (including title): Stephen Kehayes, Director, Community Development

Contact Person's Address: 146 N 1st St

City: Paterson State: NJ Zip Code: 07522

Phone: (908) 963-4492 Cellphone (optional): (908) 963-4492

E-Mail: steve@patersonhabitat.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Paterson Habitat is providing technical assistance in community engagement and in plan development

Name of Partnering Organization: _____

Contact Person (including title): _____

Contact Person's Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

SECTION 2: EXECUTIVE SUMMARY

The City of Passaic has an incredible, impressive history within the State of New Jersey and the larger New York City Metropolitan Area. Much of that history was fueled by the industry and activity that began along the Passaic River in the Eastside Neighborhood. This area of the city has served as a launching pad for numerous families, businesses, and waves of immigrants since being settled. These individuals and groups created a diverse, resilient, and entrepreneurial spirit that carries this community through ups and downs, including the past year spent sheltering from a worldwide pandemic. While the city and neighborhood have occasionally experienced troubling times, the backbone of the community held upright creating a vibrant, growing municipality with engaged residents and committed leaders with an uncommon exuberance for life and their hometown.

This engagement and application effort highlighted just how far the community has come in the last decade. The neighborhood reported improvements in safety, building conditions, housing, and reinvestment. This has been recognized in private, local, state, and federal attention and funding to maintain the active streets, parks and community centers that have not been lost in similar historic urban communities. As a result, this neighborhood is poised to take their community through the next phase of growth with ample opportunities for both private and public intervention to continue this upward trend. This effort will be led by the Boys & Girls Club of Paterson and Passaic and their partner, Paterson Habitat for Humanity.

In 2003, the Boys & Girls Club of Paterson merged with the Boys & Girls Club of Passaic, which has been serving the Eastside Neighborhood for over 100 years. During a typical school year, the Club serves an average of nearly 1,100 kids aged 5-18 per day through academic, athletic, and artistic programming both after school and during the summer camps offered during the months of July and August. Chief Executive Officer Wendy McGuire oversees a staff of 22 full-time and 63 part-time employees. In addition, the Club presently enjoys the contributions of 110 volunteers. The organization's two-person Finance Department has sufficient capacity to manage all of its finances. The Club's neighborhood revitalization work will be overseen by its Chief Program Officer, Kenitra Washington and supported by community revitalization specialists from Paterson Habitat for Humanity.

The Boys & Girls Club of Paterson and Passaic collaborates with Paterson Habitat for Humanity (Paterson Habitat), 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. Paterson 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. Founded in 1984, the organization has completed over 300 homeownership projects, representing both rehab and new construction. Paterson Habitat manages an organizational budget of over \$7 million and has the administrative infrastructure to host over 4,000 volunteers per year. Paterson Habitat has extensive experience advancing neighborhood revitalization efforts, having managed them in the City of Paterson for over a decade.

The residents that helped define, curate, and finalize this plan have a passion for their home and neighbors that was evident from the first meeting. This passion has yet to be fully capitalized on and tapped into. The proposed efforts of the Boys & Girls Club of Paterson and Passaic and Paterson Habitat for Humanity outlined in this application provide the kind of blueprint necessary to empower local leaders, support the most vulnerable populations and create a new foundation for economic and workforce development. While all goals and objectives established through this process support residents of all backgrounds and abilities, there was a strong call to action to support the local teen population—what the community sees as their biggest challenge.

After months of incredible City support and hardworking community outreach, the Steering Committee comprised of local representatives settled on the following goals for this plan:

Goal 1: Create a vibrant local economy where local residents and businesses can succeed.

Goal 2: Create opportunities for all people to pursue self-improvement and enjoyment.

Goal 3: Create an accessible community where people feel safe, protected, and healthy.

Goal 4: Amplify Eastside's voice.

It is important to note that this application was able to focus on the most important quality of life issues for this neighborhood because so much private and public investment from the City and local developers is helping with other larger community and economic development priorities. The involvement and support of the Neighborhood Revitalization Tax Credits will be leveraged with several other funding sources to create truly impactful interventions for this neighborhood.

SECTION 3: ORGANIZATION INFORMATION

FORM NP-2: ORGANIZATION PROFILE (page 1)

A. AGENCY INFORMATION

What was the organization's date of incorporation? 10/25/1962

What was the original purpose for which the organization was formed?

Youth services organization providing after school and summer programming

What is the organization's current mission statement?

To inspire and enable all young people, especially those who need us most, to realize their full potential as productive, caring, responsible citizens.

Is the organization in "Good Standing" with the NJ Department of State?

YES ☒ NO ☐

When did the organization file its current N.J. Charitable Registration and Investigation Act Report (CRI-300R)?

Date: 11/13/2020

Documents to be submitted as Attachment(s):

- "Certificate of Good Standing" certificate from State of New Jersey
- Copy of current NJ CRI-300R form

B. BOARD OF DIRECTORS INFORMATION

Board Chairperson: Deborah Brim

Date Elected: 10/27/2020

Term Expiration Date: 10/27/2022

Number of Authorized Board Members: 30

Number of Current Board Members: 22

How frequently does the Board meet? Monthly, except for July and November

Is the Board involved with fundraising activities? YES ☒ NO ☐

If YES, when was the last activity conducted, for what purpose, and how much was raised?

Annually, Board members provide personal donations as well as solicited donations through event fundraising and annual requests for support through mailed appeals.

Documents to be submitted as Attachment(s):

- List of current members of the Board of Directors, as of January 1 of this year

FORM NP-2: ORGANIZATION PROFILE (page 2)

C. PERSONNEL – TOTAL AGENCY

What is the current agency staffing level?

Full Time: 22
Part Time: 63
Volunteers: 110

Provide the following information regarding full-time staff employed by the organization in the past 5 years:

Year	Annual Employee Turnover Percentage	Leadership / Senior Staff Included?	
		YES	NO
2016	17.39		X
2017	19.23	X	
2018	20.60	X	
2019	11.11		X
2020	17.14	X	

For any year in which employee turnover percentage exceeded 20%, provide an explanation:

The average turnover rate for childcare organizations is 25-30% due to the majority of positions being held by part time youth development specialists. In 2018, our Executive Director retired.

When was the Executive Director hired?

11/1/2018

Documents to be submitted as Attachment(s):

- *Resume for the Executive Director*
- *Organization Chart*

FORM NP-2: ORGANIZATION PROFILE (page 3)

D. FINANCIAL INFORMATION

What is the organization's fiscal year?

Start Date: 1/1

End Date: 12/31

When was the organization's current year total budget approved by its Board of Directors?

12/8/2020

Did the organization incur a deficit at the end of its most recent fiscal year?

YES

☐

NO

X

If YES, what is the amount, and how will the agency reduce/address the deficit?

When was Form 990 most recently completed and submitted to the IRS?

9/24/2020

When was the organization's most recent annual audit report (audited financial statement) completed?

6/1/2020

What was the time period covered in the audit report:

1/1/2019-12/31/2019

Were there any internal control or compliance findings from the organization's most recent annual audit report?

YES

☐

NO

X

Documents to be submitted as Attachment(s):

- *Organization's total budget for the current year, with funding sources listed*
- *Copy of the minutes of the Board of Directors meeting at which the organization's current year total budget was approved*
- *Copy of the three (3) most recent annual audit reports for the organization*
- *Copy of the corrective action plan related to internal control or compliance findings from the organization's most recent annual audit report, if applicable*

Financial Resources

Budget 2021 Board approved 12/8/20

	2019 ACTUAL	2020 BUDGET	Proposed 2020 ACTUAL	Proposed 2021 BUDGET	Diff 2020 actual 2021 budget	% Change	Diff 2020 budget 2021 budget	% Change
Income								
Contributions	323,795	401,042	613,057	433,500	(179,557)	-29.29%	32,458	8.09%
Grants - Operating	1,075,753	1,214,317	1,213,055	1,164,067	(48,988)	-4.04%	(50,250)	-4.14%
Special Event Income - Fundraising	529,348	578,000	167,820	494,000	326,180	194.36%	(84,000)	-14.53%
Special Event Income - Bingo	439,055	439,000	82,604	-	(82,604)	-100.00%	(439,000)	-100.00%
Rental Income	148,766	153,441	38,591	-	(38,591)	-100.00%	(153,441)	-100.00%
Program Fees	2,865,135	3,092,144	2,582,187	2,716,789	134,602	5.21%	(375,355)	-12.14%
Member Generated Income	25,168	21,500	9,371	12,000	2,629	28.05%	(9,500)	-44.19%
Miscellaneous Income	2,748	3,200	784	2,000	1,216	155.09%	(1,200)	-37.50%
Total Income	5,409,767	5,902,644	4,707,469	4,822,356	114,887	2.44%	(1,080,288)	-18.30%
Expense								
Salaries and related expenses								
Salaries	3,042,181	3,333,264	2,428,458	3,097,332	668,874	27.54%	(235,932)	-7.08%
Payroll Taxes	271,124	304,919	212,006	298,583	86,577	40.84%	(6,336)	-2.08%
Employee Benefits	174,648	185,604	149,589	196,121	46,532	31.11%	10,517	5.67%
Pension	16,838	27,000	12,000	22,000	10,000	83.33%	(5,000)	-18.52%
Total Salaries and related expenses	3,504,790	3,850,787	2,802,053	3,614,035	811,983	6766.52%	(236,751)	-22.01%
Other Expenses								
Program Expenses	155,148	202,900	207,142	193,350	(13,792)	-6.66%	(9,550)	-4.71%
Outside transportation	289,074	294,000	64,384	88,595	24,211	37.60%	(205,405)	-69.87%
Pre-employment and background checks	16,425	20,800	7,598	18,250	10,652	140.19%	(2,550)	-12.26%
Advertising	6,325	5,000	6,165	6,000	(165)	-2.67%	1,000	20.00%
Bank Service Charges	24,415	26,000	10,701	12,348	1,647	15.39%	(13,652)	-52.51%
Technology Expenses	111,851	196,924	187,932	192,623	4,691	2.50%	(4,301)	-2.18%
Dues & Subscriptions	19,568	19,600	21,152	22,000	848	4.01%	2,400	12.24%
Fundraising Expenses	194,590	200,000	31,049	150,000	118,951	383.10%	(50,000)	-25.00%
Bingo Expenses	397,334	394,000	81,222	-	(81,222)	-100.00%	(394,000)	-100.00%
Insurance	66,257	74,287	69,445	76,632	7,186	10.35%	2,345	3.16%
Interest Expense	14,103	20,492	14,319	12,900	(1,419)	-9.91%	(7,592)	-37.05%
Licenses & Permits	3,755	3,200	3,174	3,200	27	0.84%	-	0.00%
Maintenance & Repairs	143,433	179,717	127,979	150,782	22,803	17.82%	(28,935)	-16.10%
Meetings & Training	47,149	35,000	11,202	15,000	3,798	33.91%	(20,000)	-57.14%
Miscellaneous	14,733	31,000	17,506	15,000	(2,506)	-14.31%	(16,000)	-51.61%
Office Supplies	29,030	29,000	38,540	33,000	(5,540)	-14.38%	4,000	13.79%
Outside Services	34,087	37,450	32,212	22,400	(9,812)	-30.46%	(15,050)	-40.19%
Professional Fees	60,734	53,950	76,853	81,700	4,847	6.31%	27,750	51.44%
Security	6,207	5,000	1,764	2,500	736	41.72%	(2,500)	-50.00%
Utilities	208,498	215,300	169,926	199,700	29,774	17.52%	(15,600)	-7.25%
Total Other Expense	1,842,717	2,043,620	1,180,265	1,295,980	115,716	9.80%	(747,640)	-36.58%
Total Expense	5,347,507	5,894,407	3,982,317	4,910,016	927,698	23.30%	(984,391)	-16.70%
Net Operating Income	62,260	8,237	725,152	(87,660)	(812,811)	-112.09%	(95,897)	-1164.16%
Old pension payout	27681	-	-	-	-	-	-	-
PPP loan forgiveness	-	-	-	(606,057)	-	-	-	-
Van Loan principal repayment	5,001	5,001	9,500	-	-	-	-	-
Capital improvements not capital campaign	25,233	25,000	34,632	25,000	-	-	-	-
Net Operating Income after cash flow	4,345	(21,764)	681,020	493,397	-	-	-	-

Grants from the New Jersey Department of Community Affairs:

Over the past five years, The Boys & Girls Club of Paterson and Passaic has been the recipient of At Risk Youth funding from the New Jersey Department of Community Affairs in the amounts of \$8,529 and \$9,667 to support their programming in the years 2018 and 2019 respectively.

Other Sources of Revenue:

The Boys & Girls Club receives revenue from other sources as well. Among the most significant sources of funding are program fees which accounts for \$3,092,144 of revenue in 2020. In addition, the Club is the recipient of several National and State grants including the 21st Century Competitive Learning Program through the New Jersey Department of Education in the amount of \$475,720, the Full Service Community Grant through the Paterson Public School District in the amount of \$79,355, the Juvenile Mentoring Program Grant through the U.S. Department of Justice in the

amount of \$40,000, the Community Development Block Grant through U.S. Housing and Urban Development in the amount of \$158,246, and finally After School and Summer Camp funding from the New Jersey Department of Education in the amount of \$33,647. Finally, the Club enjoys support from private donors that yielded \$401,042 in 2020.

Community Involvement

The Boys & Girls Club has been a trusted institution in the City for over 100 years, serving generations of families from the Eastside neighborhood. In addition to the approximately 450 children served each day, the Boys & Girls Club of Paterson and Passaic has been able to leverage their trusted position in the community to serve as a point of relief services during the most trying of times. In March 2020, in response to the COVID-19 pandemic, the Boys & Girls Club of Paterson and Passaic served as an Emergency Food Distribution Center for 12 weeks, followed by a full day Summer Camp from July through August. In addition, the Boys & Girls Club has distributed 850 activity kits to families that complemented online activities as well as 450 wellness/ first aid kits. This commitment to offering in-person support has provided the neighborhood an invaluable resource. Many of the Boys & Girls Club kids, who are usually academically behind, have lost months of academic momentum and continue to need support and guidance to get back on track. The Club has reimagined their service model and expanded their services to provide a full day of programming to the neighborhood's youth. Their caring staff and quality programs will continue to reverse learning loss due to school closures, address food insecurity, and provide social-emotional support to navigate the complex issues of this year and beyond. Finally, the Club hosts community events centered around providing resources to the community such as school supplies and gifts for the holidays.



SECTION 4: ORGANIZATIONAL CAPACITY + EXPERIENCE

Organizational Capacity

The Boys & Girls Club of Paterson and Passaic (The Club) is a nonprofit, community service organization dedicated to enriching the lives of children in the cities of Paterson and Passaic, NJ by offering academic support, mentoring, and opportunities for healthy living and social interactions. The Boys & Girls Club of Paterson and Passaic is part of a national network of Boys & Girls Clubs, which was founded to ensure safe and fun places for kids to grow and thrive and provide programming and mentoring to enhance their lives.

In 2003, the Boys & Girls Club of Paterson merged with the Boys & Girls Club of Passaic, which has been serving the Eastside Neighborhood for over 100 years. During a typical school year, the Club serves an average of nearly 1,100 kids aged 5-18 per day through academic, athletic, and artistic programming both after school and during the summer camps offered during the months of July and August. Chief Executive Officer Wendy McGuire oversees a staff of 22 full-time and 63 part-time employees. In addition, the Club presently enjoys the contributions of 22 volunteer Board Members, as well as over 110 volunteers from the larger community and more than 15 different organizations. Most recently, 65 virtual volunteers connected with Passaic Club Kids during Passaic's spring break week at the end of March. These volunteers led read-a-longs, conducted volcano lava experiments, and hosted exercise sessions and dance parties over Zoom. The organization's two-person Finance Department has sufficient capacity to manage all of its finances. The Club's neighborhood revitalization work will be overseen by its Chief Program Officer, Kenitra Washington and supported by community revitalization specialists from Patterson Habitat for Humanity.

Current Activities

Currently, during the 2020-2021 school year, the Club is providing full-day educational support to children while the public-school districts in Paterson and Passaic operate their virtual education model. The Clubhouses provide safe spaces for in-person and virtual childcare services from 7:30 AM – 5:30 PM daily to facilitate virtual learning, offer two (2) meals daily, and provide a safe space to interact with peers. The Club's caring staff and quality programs continue to reverse learning loss due to school closures, address food insecurity, and provide social-emotional support to navigate the complex issues of this year and beyond.

Typically, at two (2) Clubhouses and eight (8) satellite locations, every child completes their homework before accessing enrichment programs that range from STEM to Nutrition to Aquatics, creating a broad spectrum of learning opportunities. The Club's holistic approach to youth development has made the Club an invaluable part of the City's social services fabric and a mainstay for families seeking greater opportunities for their children.

Since 2005, the Club has continued to provide after school programming at several of the Passaic Public Schools, mainly at School 1, School 3 and School 19, serving over 450 youths, ages 5 through 13. Each of these locations is strategically located in different parts

of the city as a means to help as many youths and families as possible. In addition to servicing the youth in its afterschool program, the Club collaborates with the Passaic Public School District to provide a safe space for the Passaic High School swim team to practice, and partners with the District to provide free aquatic programming to the youth in their “Jump Start” summer program. Overall, the Boys & Girls Club of Paterson and Passaic has a positive partnership with the Board of Education that permits and encourages safe youth development opportunities for the City’s youth. The means by which the various student populations with the District are able to access the Club’s services are detailed in the table below.

Student Population	CC Program Location	Bus Pick Up/ Parents Drop Off/ School Location
Public School 1	School 1	School Location
Public School 15	School 1	Staff Walk Children to the Club
Public School 3	School 3	School Location
Public School 7	School 19	Staff Walk Children to the Club
Public School 19	School 19	School Location
Public School 5	Hudson St	Bus Pick Up
Public School 5a	Hudson St	Staff Walk Children to the Club
Public School 6	Hudson St	Bus Pick Up
Public School 8	Hudson St	Staff Walk Children to the Club
Public School 9a	Hudson St	Staff Walk Children to the Club
Public School 9	Hudson St	Staff Walk Children to the Club
Public School 10	Hudson St	Bus Pick Up
Public School 10a	Hudson St	Bus Pick Up
Public School 11	Hudson St	Bus Pick Up
Public School 20	Hudson St	Bus Pick Up
Public School 21	Hudson St	Bus Pick Up
Passaic Arts & Sciences Tulip St	Hudson St	Bus Pick Up
Passaic Arts & Sciences 1 st St	Hudson St	Staff Walk Children to the Club

Development + Service Delivery Capacity

The Boys & Girls Club of Paterson and Passaic is staffed by highly trained youth service professionals and the organization has served hundreds of thousands of community youths. Their facilities include an indoor swimming pool, gymnasiums, game rooms and classroom settings complete with the latest technology to promote personal and academic enrichment. Through their work, the Club has developed personal relationships with the families of the Eastside Neighborhood as a trusted resource. These relationships have granted the Club with direct knowledge of the neighborhood residents’ needs and will serve as the foundational basis for developing resident leadership to advocate for needed change within the neighborhood as part of the NRTC planning process. The Club is uniquely positioned to serve as a local clearinghouse for the Eastside Neighborhood, where residents of all ages

can find the resources they need to pursue academic, professional, and personal development.





Capacity of Partner(s)

The Boys & Girls Club of Paterson and Passaic enjoys the partnership of Paterson Habitat for Humanity (Paterson Habitat), 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. Paterson 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. Paterson 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, the organization has completed over 300 homeownership projects, representing both rehab and new construction. Paterson Habitat manages an organizational budget of over \$7 million and has the administrative infrastructure to host over 4,000 volunteers per year. Chief Executive Officer Scott Millard oversees a staff of 30 full-time and 5 part-time employees. In addition, two to three AmeriCorps service members work at Paterson 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. Paterson Habitat employs an eleven (11) person Construction Department. Its neighborhood revitalization work is conducted by its Community Development Department led by Stephen Kehayes, Director, and supported by two Community Revitalization Specialists/Community Organizers.

Paterson Habitat has extensive experience with the Neighborhood Revitalization Tax Credit program and is currently implementing two NRTC Project Grants for Fiscal Years 2019 and 2020. Through these grants, the organization is currently constructing two homes in the Northside Neighborhood of the City of Paterson. The organization is also working with residents and local officials to place security cameras at notorious local dumping sites, and designing and advancing the construction of Clinton Street Park, a new neighborhood park. It is also working with partners to launch a number of job readiness and training programs for neighborhood residents. Additionally, Paterson Habitat's community development team is working with stakeholders as part of a Crime Prevention Through Environmental Design (CPTED) action committee that seeks to implement CPTED interventions in both the Northside and in Paterson's 4th Ward. Paterson Habitat also is active in organizing neighborhood residents to conduct community improvement activities like community clean ups. This expertise in neighborhood revitalization efforts and the physical development of housing and community assets will be invaluable to the Eastside Neighborhood's proposed strategies in providing safe and affordable housing, enhancing public spaces, and fostering resident capacity for advocacy efforts and fostering community solidarity.

Lapsed Neighborhood Plans

The Boys & Girls Club of Paterson and Passaic has not been the recipient of Neighborhood Revitalization Tax Credit funding and as such, has no lapsed plans.

SECTION 5: NEIGHBORHOOD DESCRIPTION + STATEMENT OF NEED



Figure 1: Neighborhood Boundaries

Neighborhood Context

The Eastside Neighborhood is bound by State Route 21 to the west, the Passaic River to the east and south, and the municipal border with the City of Clifton to the north.

The neighborhood contains two census tracts in their entirety: CT 1759 and CT 1752, each of which contain three block groups. In addition, portions of two additional block groups fall within the neighborhood: BG 1 of CT 1754.02 and BG 1 of CT 1753.01. These block group portions have historically been industrial areas in the City and currently lie within the M-2 General Industrial and the Eastside Redevelopment Area (ERA) districts. As will be discussed later in this section, the ERA permits residential uses, but the residential subzone of the ERA does not lie within these block group portions. However, there is a small amount of existing residential development in these block group portions, located within four blocks: B1004 and B1015 of CT 1753.01 and B1001 and B1002 of CT 1754.02.

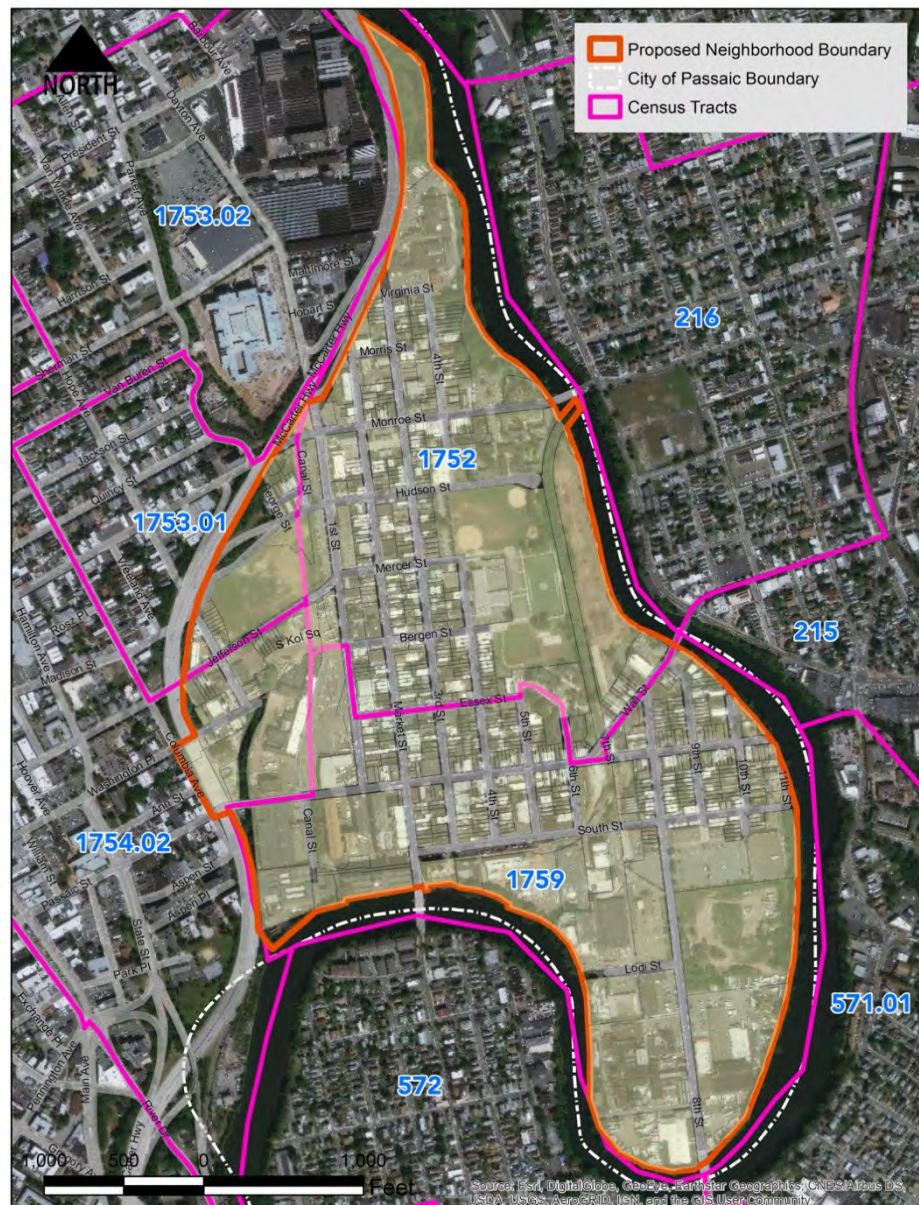


Figure 2: Census Tracts

The Census Bureau only collects block-level data during the decennial census. As the 2020 decennial census has not yet been published, this application uses available data for these blocks from the 2010 decennial census, when available; if the blocks are not included in a table, the relevant data is not available. As these blocks reflect only about 6% of the Neighborhood population, a sufficient assessment of the Neighborhood is still possible without their inclusion. Data for the rest of the neighborhood comes from the 2019 ACS-5 Year Estimates, unless otherwise stated.



Figure 3: Flood Plains

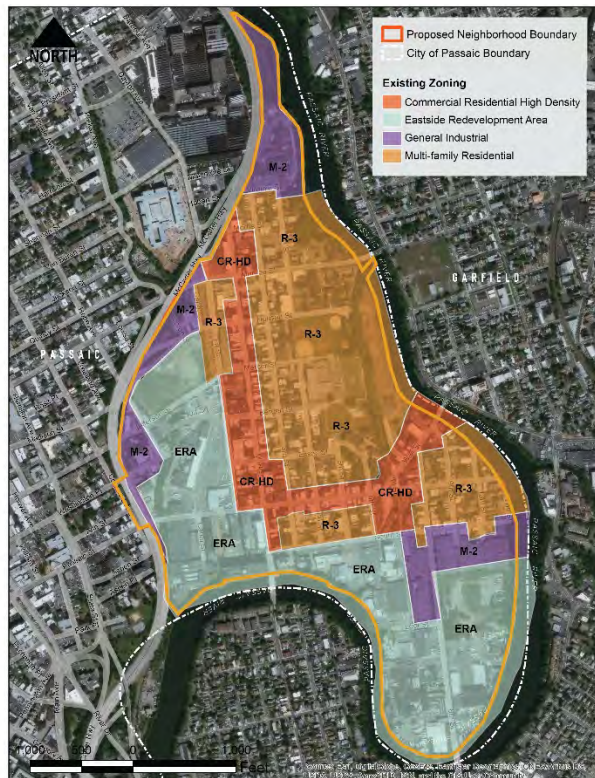


Figure 4: Zoning



Figure 5: Community Features

Neighborhood Conditions

Table 1 provides data regarding the neighborhood's population, race/ethnicity, median age, and populations 18 years of age and less and 60 years of age and older. It is important to note that the median age is about

25 years old, with almost 40% of the population under the age of 18. This is almost twice as large as the same figure for Passaic County and almost 10% higher than the City of Passaic. These demographics are key to the strategies and goals described in Section 7. Also, 92% of the population identifies as Hispanic or Latino. The City of Passaic had a slightly lower percentage at 75%.

Table 1: Population, Age, and Race/Ethnicity	CT1752	CT1759	CT1753.01		CT1754.02		TOTAL
			B1004	B1015	B1001	B1002	
Population	5,082	4,591	268	17	198	123	10,279.00
Median Age	27.4	21.7	28.5	34.5	26.5	22.8	24.82
Age 18 or Less	2004	1883	86	5	63	55	39.85%
Age 60 or More	349	318	16	0	7	5	6.76%
Households Headed by Single Women	468	429	21	0	17	8	9.17%
Race and Ethnicity							
White	3,308	2,566	98	12	47	31	58.98%
African American	346	179	11	0	4	15	5.40%
Asian	0	60	0	0	0	0	0.58%
American Indian and Alaska Native	91	96	16	0	7	0	2.05%
Other Race	1,331	1,584	126	5	139	73	31.70%
Two or more races	0	101	17	0	1	4	1.20%
Hispanic/Latino (of any race)	4,650	4,210	262	17	190	104	91.77%
White alone, not Hispanic or Latino	66	179	5	0	7	0	2.50%

Table 2 provides the neighborhood's median income, poverty level, and unemployment rate. While the unemployment level is lower than the county, it is important to note that almost 50% of the population in the neighborhood live below the poverty line. This could indicate that while residents are employed, they are most likely not employed in high-quality jobs or full-time jobs with benefits.

Table 2: Individual Income and Employment	CT1752	CT1759	TOTAL
Civilian Labor Force 16 years and older	2,191	1,546	3,737
Median Income (Dollars)	\$21,102	\$16,629	\$19,251.52
Population Below Poverty Line	2,029	2,673	48.87%
Unemployment Rate Population 16 Years and Over	5.40%	7.40%	6.23%

Table 3 shows the education attainment for adults 25 years of age and older in the neighborhood, including whether or not residents have completed high school or received a college degree. The largest share of the neighborhood (45%) have not completed high school. This is significantly lower than both the City and County: 67% and 84% respectively. The lack of a high school diploma or higher education could contribute to the accessibility to quality jobs and a living wage for residents.

Table 3: Education Attainment	CT1752	CT1759	TOTAL
Adults, Age 25 or More	2,716	2,034	4,750
College Degree (Bachelor's or Higher)	122	138	5.48%
Some College or Associate's Degree	367	232	12.60%
High School Diploma or Equivalent	945	803	36.81%
Have not Completed High School	1,282	860	45.10%

Table 4 details the neighborhood's amount of housing units, how many units are owner-occupied, how many units are renter-occupied, how many units are vacant, and how many units were built prior to 1960. Additional data from Loveland indicates that there's very little vacancy within available housing units. This may contribute to 33% of the households experiencing overcrowding and an unfulfilled demand for housing in the neighborhood.

Table 4: Housing	CT1752	CT1759	CT1753.01		CT1754.02		TOTAL
			B1004	B1015	B1001	B1002	
Number of Housing Units	1,576	1,259	82	3	49	35	3,004
Units Owner-Occupied	21	74	2	0	5	0	3.40%
Units Renter-Occupied	1,492	1,057	75	3	42	30	89.85%
Units Vacant	63	128	5	0	2	5	6.76%
Units Built Prior to 1960	860	759					53.89%
Occupied Units with Complete Kitchen Facilities	1,446	1,120					97.05%
Occupied Units with Complete Plumbing Facilities	1,496	1,131					99.36%
Overcrowded Units (>1 Occupant/Room)	482	410					33.74%

Median Area Income

As seen in both 2010 and 2019, a majority of all households in the neighborhood fall below the low-income threshold of 50% area median income, and, by extension, a greater majority of neighborhood households fall below the moderate-income threshold of 80% area median income. U.S. Department of Housing and Urban Development data on housing affordability thresholds is provided by the New Jersey Housing and Mortgage Finance Agency (NJHMFA).

Table 5A: Household Income by Household Size	2019						
	CT1752		CT1759		Total Neighborhood Median Income	Bergen-Passaic	
	Households	Median Income	Households	Median Income		80% Threshold	50% Threshold
All Households	1513	\$29,531.00	1131	\$22,679.00	\$26,599.98		
1-person	360	\$14,342.00	102	2,500-	N/A	\$59,760.00	\$37,350.00
2-person	280	\$24,063.00	228	-	N/A	\$68,240.00	\$42,650.00
3-person	277	\$57,589.00	211	-	N/A	\$76,800.00	\$48,000.00
4-person	311	\$29,607.00	308	-	N/A	\$85,280.00	\$53,300.00
5-person	115	\$28,641.00	139	\$37,500.00	\$33,489.04	\$92,160.00	\$57,600.00
6-person	49	-	94	-	N/A	\$98,960.00	\$61,950.00
7-or-more person	121	\$58,750.00	58	-	N/A	\$105,760.00	\$66,100.00
8-person						\$112,460.00	\$70,400.00

Table 5B: Household Income by Household Size	2010						
	CT1752		CT1759		Total Neighborhood Median Income	Bergen-Passaic	
	Households	Median Income	Households	Median Income		80% Threshold	50% Threshold
All Households	1302	\$20,750.00	1136	\$25,900.00	\$23,149.67		
1-person	314	\$10,625.00	431	\$16,439.00	\$13,988.54		\$32,300.00

2-person	218	\$16,890.00	192	\$27,727.00	\$21,964.89	N/A: only 50%, 60%, and 100% thresholds used in 2010	\$36,900.00
3-person	274	\$23,750.00	215	\$32,135.00	\$27,436.66		\$41,500.00
4-person	208	\$28,889.00	167	\$26,875.00	\$27,992.10		\$46,100.00
5-person	163	\$39,792.00	49	\$40,313.00	\$39,912.42		\$49,800.00
6-person	79	\$17,350.00	55	\$16,779.00	\$17,115.63		\$53,500.00
7-or-more person	46	\$32,167.00	27	-	N/A		\$57,200.00
8-person							\$60,900.00
NOTE: Due to gaps in the reported 2019 data above, we have also included 2010 data. However, household income by household size was not reported in the 2010 Decennial Census for these tracts. Therefore, this table uses 2010 ACS 5-Year Estimates data. HUD Area Median Income thresholds for both 2019 and 2010 are sourced from the NJHMF.							

Table 6 and Table 7 further illustrate the Neighborhood's characteristics and diversity. Again, if programming and services are not provided in Spanish, almost half of the population within the neighborhood is at a disadvantage as Spanish speakers who do not speak English "very well." Furthermore, almost 38% of the neighborhood was born outside of the US from places including, Mexico, India, Columbia and the Dominican Republic.

Table 6: Language Spoken at Home	CT1752	CT1759	Total
Population 5 years and over	4,543	3,662	8,205
Only English	423	734	14.10%
Spanish	4,086	2,769	83.55%
Other Indo-European Languages	34	159	2.35%
Spanish speakers that speak English "very well"	2,053	1,643	53.92%
Other language speakers that speak English "very well"	0	62	32.12%

Table 7: Place of Birth	CT1752	CT1759	Total
Total	5,082	4,591	9,673
Native Born in NJ	2,008	2,501	46.61%
Native Born in Other US State	518	437	9.87%
Native Born Outside US	199	408	6.28%
Foreign Born	2,357	1,245	37.24%

The following tables provide further neighborhood employment information, including commute travel mode and time, industries in which residents are employed, employment numbers in the Eastside by industry, and where residents work. Table 8 details health insurance coverage of Neighborhood residents—it is important to note that over half the neighborhood is covered by public sources. Over 50% of the population get to work either through public transit or carpooling. Most residents have a commute of 10-20 minutes with only 13% working within Passaic City. The high percentage of residents who utilize public transportation, taken into consideration with the high percentages of residents living below the poverty line would suggest that access to affordable, nutritious food is a challenge for many residents that may have difficulty either affording healthy foods locally or securing transportation to and from larger grocery stores in the area. The top fields of employment are healthcare/social science, retail trade and administration/support waste management and remediation. Given the short commute times and share of healthcare workers, it's likely that many of the resident's work at St. Mary's Hospital in Passaic or perhaps St. Joseph's in Paterson. The share of residents working in retail trade may indicate one of the causes behind lower incomes in the neighborhood compared to the City and County.

Table 8: Health Insurance	Insured CT1752	Insured CT1759	Total
Overall Coverage	65.20%	77.70%	71.13%
Public Coverage	51.40%	62.80%	56.81%
Private Coverage	16.50%	16.40%	16.45%
Note: The sum of public and private coverage is in excess of overall coverage rates, presumably due to residents with both public and private health insurance.			

Table 9: Commuting Transportation Mode	CT1752	CT1759	Total
Car, truck, or van (alone)	822	368	48.14%
Car, truck, or van (carpool)	302	330	25.57%
Public Transportation	387	263	26.29%

Table 10: Travel Time to Work	CT1752	CT1759	Total
<10 Minutes	108	49	4.62%
10-20 Minutes	743	417	34.14%
20-30 Minutes	354	459	23.93%
30-45 Minutes	678	275	28.05%
45-60 Minutes	101	69	5.00%
>60 Minutes	77	68	4.27%

Table 11: Employment by Industry Sector (2018)	Jobs in Eastside		Jobs Residents of	
Total Jobs	1,485		3,161	
Agriculture, Forestry, Fishing and Hunting	0	0.00%	1	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0.00%	1	0.00%
Utilities	0	0.00%	7	0.20%
Construction	20	1.30%	133	4.20%
Manufacturing	385	25.90%	367	11.60%
Wholesale Trade	304	20.50%	223	7.10%
Retail Trade	148	10.00%	428	13.50%
Transportation and Warehousing	18	1.20%	182	5.80%
Information	32	2.20%	41	1.30%
Finance and Insurance	26	1.80%	93	2.90%
Real Estate and Rental and Leasing	61	4.10%	55	1.70%
Professional, Scientific, and Technical Services	21	1.40%	133	4.20%
Management of Companies and Enterprises	0	0.00%	39	1.20%
Administration & Support, Waste Management and Remediation	215	14.50%	389	12.30%
Educational Services	0	0.00%	136	4.30%
Health Care and Social Assistance	185	12.50%	466	14.70%

Arts, Entertainment, and Recreation	0	0.00%	49	1.60%
Accommodation and Food Services	45	3.00%	247	7.80%
Other Services (excluding Public Administration)	24	1.60%	125	4.00%
Public Administration	1	0.10%	46	1.50%
Source: OnTheMap, U.S. Census Bureau, Center for Economic Studies, LEHD				

Table 12: Where Residents Work (2018)		
Passaic city, NJ	397	12.60%
New York city, NY	208	6.60%
Paterson city, NJ	169	5.30%
Clifton city, NJ	143	4.50%
Hackensack city, NJ	91	2.90%
Paramus borough, NJ	79	2.50%
Jersey City city, NJ	69	2.20%
Newark city, NJ	68	2.20%
Secaucus town, NJ	67	2.10%
Garfield city, NJ	66	2.10%
All Other Locations	1804	57.10%
Source: OnTheMap, U.S. Census Bureau, Center for Economic Studies, LEHD		

Neighborhood Photos



Posters depicting Dundee Island Park Phase 2



Old rail right-of-way to be added to Dundee Island Park



Turf field at Pulaski Park



North Pulaski Park



Corner of Fifth, Sixth, and Essex Streets



Streetscape along Fifth Street



Damaged house on Fifth Street



Corner of Passaic and Fifth Streets



Apartment on the corner of Passaic and Fifth Streets



View along Passaic Street at the intersection with Third Street



High-quality trash receptacle at the corner of Passaic and Third Streets



Streetscape along Passaic Street



Business hours written on security shutters



Corner of Market and Passaic Streets



Industrial property on Market Street



Businesses at the corner of Passaic and Market Street



Abandoned property on Market Street



Vacant storefront on Market Street



View along Market Street at the intersection with Mercer Street



Apartments and mixed-use building on Market Street



Intersection of Market and Monroe Streets



BP Gas at the corner of Market and Monroe Streets

Municipal Plans Governing the Neighborhood

To the Neighborhood's benefit, the area has been regularly studied in-depth over the past decade. These plans served to support numerous efforts that have contributed to improvements for the neighborhood. However, they reaffirm and support many of the existing resident needs and desires. This Neighborhood Plan took advantage of the findings from these plans to expand on the efforts of this application process and target specific sites for potential investment. The Neighborhood Plan and these plans create an excellent blueprint for continuing reinvestment in the Eastside Neighborhood.

2013 Master Plan

As the Redevelopment Plan for the Eastside Redevelopment Area (ERA) was already adopted by the time of this Master Plan, much of the Master Plan's discussion of the neighborhood relates to redevelopment

efforts. As Passaic is already built-out, the Redevelopment Area provides much of the City's development opportunities, which may include redevelopment of the underutilized, multi-story industrial buildings; development of the Area's transportation infrastructure; and enhancements to streetscapes. The Master Plan also recommends revisions to the City's zoning ordinance to promote denser, mixed-use development in the Eastside neighborhood and align zoning with existing conditions. The Plan also includes several goals that seek to increase the quantity and quality of housing in the City through redevelopment, rehabilitation, and infill; grow the number of commercial businesses; use the Passaic River as a City attraction and refocus the City's industrial sectors toward growing industries while retaining the Eastside's wholesale distribution sector.

The neighborhood is home to a diverse range of permitted uses. The ERA encompasses 99 acres in the southwest and south of the neighborhood on former M-2 General Industry land. Some M-2 zones still exist in the north and west of the neighborhood, as well as some M-1 Light Industry parcels in the north. The heart of the neighborhood is comprised of the C-R Commercial-Residential zone along Market and Passaic Streets and R-3 Multi-Family Residential. This central area is overlayed with a Planned Development Option, but the Master Plan recommended eliminating the City's Planned Development zones. There is also a Planned Development Zone to the southeast.

Within this zoning framework, a wide range of uses exist in the neighborhood. Commercial, office, and mixed uses are common throughout the neighborhood but are concentrated along Market and Passaic Streets, as well as in the southeast along South Street. As previously mentioned, most of the ERA is comprised of industrial uses. Residential areas include a range from single-family homes to multifamily structures. There is a large amount of public and semi-public land in the neighborhood, predominately in the east, which includes No. 8 and No. 9 Schools, Pulaski Park, and public housing. The Master Plan identified a couple dozen vacant properties at the time. Erie Railroad spurs exist throughout the ERA.

Relationship to This Neighborhood Plan: While the Master Plan covers the entirety of the City from a development and planning perspective, many of the issues outlined in this Master Plan apply to the Eastside Neighborhood. Therefore, there's overlap in terms of increasing housing stock, density, and commercial opportunities. The recommendations for changes in zoning and targeted employment areas support the economic and development goals and strategies from Section 7.

Eastside Redevelopment Plan

Originally adopted in 2004, the *Eastside Redevelopment Plan* establishes six goals for the ERA. It seeks to create a modern-mixed use community out of the Area's vacant, dilapidated, and underutilized lots while relocating industrial activity to the southeast portion of the ERA. The Plan takes advantage of the ERA's thoroughfares for strategic location of commercial investment to anchor the existing retail district. The goals also include creating a street network that provides for both efficient vehicular circulation and a pleasant and safe pedestrian realm. Lastly, the Plan envisions the activation of the Passaic River as part of a riverfront residential area.

Within the framework of these goals, the Plan allows commercial and retail development between Route 21, Market Street, and Passaic Street; residential development with ground-floor commercial uses in the southwest portion, and industrial uses in the southeast portion.

The Eastside Redevelopment Plan has been amended in 2012, 2014, 2016, and 2018. These amendments clarified the ERA's boundaries and modified the standards for specific parcels to accommodate redevelopment proposals. The underlying zoning of the ERA remains unchanged.

There are four key sites within the ERA:

- Pantasote: the six-acre site has been vacant since the 1980s and formerly housed an imitation leather manufacturer: redevelopment proposals from the current owners have included an entertainment venue and a bulk purchase retail facility.

- Okonite/Sharut: the ten-acre site currently operates as a furniture manufacturing and distribution business, but the owners have developed plans to convert it into a retail use.
- Big Apple West: the six-acre site leases space to light manufacturing and warehousing firms. Pennrose Properties, LLC, was designated in 2013 by the Redevelopment Agency as the site's developer and proposes an adaptive reuse project with 550 housing units and 60,000 square feet of retail.
- 8th Street Fire: The 10.5-acre site has remained vacant since the 1985 Labor Day Fire, and development of the privately owned site is difficult due to its location in a flood plain and environmental contamination on-site. The site is designated by the Plan for residential use.

Relationship to This Neighborhood Plan: As the Master Plan proceeding the original redevelopment plan, there's considerable overlap between the two plans. However, this plan is more specific in targeted sites for redevelopment and their proposed end use. The priority sites and strategies outlined in this redevelopment plan support the goals and objectives of this Neighborhood Plan.

2014 Passaic Eastside Transit-Oriented Development Strategy

Via a grant from TOGETHER NORTH JERSEY with funding from the USHUD and created in cooperation with a large group of local, county, and state agencies, this "Local Demonstration Project" is a highly detailed analysis of the neighborhood to "advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects that are consistent with the" goals of the Regional Plan for Sustainable Development, which covers the 13-county jurisdiction of the NJTPA. The Eastside Plan is based on four themes:

- Greening the Eastside
- Creating great places to integrate new redevelopment with the surrounding fabric
- Making the Eastside more transit friendly
- Supporting and growing the Eastside food distribution industry cluster

Specific proposed projects include increasing access to and the recreational use of the Passaic River, planting 1,500 new trees and enhancing streetscape amenities, turning Passaic Street into a "transit street," and enhanced intra- and inter-neighborhood pedestrian connections. To ensure the Plan is implemented, the Plan itemizes its recommendations into eight priorities:

- Access and Mobility
- Creating Regulatory Tools for Eastside Redevelopment
- Industry Sector Development: Eastside's Economic Driver
- Passaic River: Future Greenway
- Public Realm: Passaic Street
- Public Realm: Market Street
- Public Realm: First Street
- Public Realm: Eighth Street

The Plan supports these recommendations through extensive studies of the neighborhood, community outreach, and renderings of maps, potential streetscape and riverside improvements, infill development, and redevelopment projects.

Relationship to This Neighborhood Plan: This plan provides an excellent snapshot of the neighborhood at the time of the grant (2014). This Neighborhood Plan updates information where possible and reflects current resident concerns. There have not been many changes since this plan was created and much of the recommendations are still applicable and supported by this Neighborhood Plan.

2015 Economic Development Element

Thanks to the Eastside's unique role in the City's economy, the Economic Plan provides detailed and expansive reviews of and recommendations for the neighborhood. The Plan pays special attention to the City's Latin American product import and distribution sector (centralized around First Street), the Market Street Commercial Corridor, the ERA, and the River Drive Redevelopment Area. The Plan looks at the background and context of these areas and assesses their issues and opportunities.

The Market Street Corridor is a lively, pedestrian-oriented commercial district serving as a backbone for the neighborhood with its unique and diverse selection of Hispanic and Caribbean shopping and dining opportunities. The corridor benefits from a wide range of permitted uses. While most buildings are occupied and businesses are successful, there are some underutilized and vacant lots that should be redeveloped/revitalized. In addition, the corridor would benefit from streetscape improvements, such as enhancements to building façades and the addition of sidewalk amenities, and increased involvement of businesses in the City's Urban Enterprise Zone (UEZ).

Thanks to the large Hispanic – particularly Mexican – population in the City and the strong growth of the region's Hispanic population, the neighborhood is home to a strong, emerging import and distribution sector for Hispanic products. Over a dozen businesses employ over 175 people, rehabilitating storefronts in the City and supplying businesses along the Eastern Seaboard, particularly New York City. Despite the success of the sector, its relatively new status means that most of the businesses are not registered with and do not reap the benefits of the UEZ, there is little coordination among sector businesses, weak community image and support, and limited space for operations and parking. First Street is also prone to traffic congestion. The Plan recommends the sector create an association to coordinate information and space reuse, encourage business entry into the sector, and target sector growth to prime locations in the neighborhood. Supporting and growing this sector is a key priority of this Plan.

Regarding the ERA, the Plan reviews redevelopment and rehabilitation opportunities for several sites in the Area in various stages of progress. Proposals are diverse, including demolition and redevelopment as well as rehabilitation and reuse of industrial buildings. These projects would house a wide array of residential, commercial, and industrial uses, including mixed-use development. There are a few sites that lack plans, including the 20-acre site of the 1985 8th Street Fire.

Relationship to This Neighborhood Plan: This plan creates a valuable snapshot of economic conditions at the time of its completion (2015) and provides several opportunities that could achieve the employment and training goals of this Neighborhood Plan.

Safe Routes to School Travel Plans

In 2017, the NJDOT and FHWA issued two reports focusing on walking and biking safety for students at Passaic School No. 2, No. 8, and No. 9. The task forces for these reports performed detailed studies of the community, student body, school commute modes, and existing street conditions. While the recommendations of the reports target certain locations for improvements based on which school(s) the report studied, the recommendations are highly consistent and can be summarized as:

- Paint/repaint high visibility crosswalks.
- Install or fix missing truncated dome pads and missing curb ramps.
- Make school routes safer by improving lighting and installing a pedestrian traffic light signal at challenging intersections.
- Work with the City and businesses to remove obstructions from the sidewalks, including trash/trash collection and pallets.

Relationship to This Neighborhood Plan: Mobility within the neighborhood is a major concern for residents. The data, findings and recommendations for this plan will inform capital projects and

programming for improving circulation for all residents—an important goal of this Neighborhood Plan.

City of Passaic Market Street Area Technical Assistance and Promotion

In 2018, Together North Jersey, the Voorhees Transportation Center at Rutgers University, and the NJTPA partnered to provide technical assistance to the City and its residents in order to advertise and improve the previously designated *Passaic Bistro District* along Market Street. The technical assistance included canvassing and outreach for restaurants to create parklets, as well as walking tours of the District. While the parklets received little interest from business owners, the walking tour was a success. Community organization, advertising, press releases, and pamphlet distribution resulted in seven tour groups of over one hundred people attending the walking tour, getting the attention of local television news. Based on these results, the report provided the following recommendations:

- Continuing to promote the Passaic Bistro District via social media and the development of an e-newsletter for upcoming events.
- Expanding the Passaic District Restaurant Guide to include other types of local businesses.
- Maintaining the Passaic Bistro District Task Force to guide and shepherd the process.
- Continue planning and executing Walking Tour events in the District.
- Make infrastructure and beautification improvements, including continuing to promote the use of parklets for restaurants.
- Continue to provide training and technical assistance to restaurateurs and business owners, with a particular emphasis on branding and promotion.
- Hire a dedicated staff person to coordinate activity within the Passaic Bistro District and continue to work with the community.

Relationship to This Neighborhood Plan: The successes of these efforts will be even more important post-COVID for this neighborhood. The objectives and outcomes of this process will be continued through the implementation of this Neighborhood Plan.

A letter of support from the City of Passaic is included in the Appendices.

SECTION 6: NEIGHBORHOOD ASSETS + INVOLVEMENT

Community Assets

Below is a list of community assets within the Neighborhood (or, in the case of medical facilities, within a half-mile of the Neighborhood). Each facility is identified by its asset type, name, and address or intersection.

Asset Type	Asset Name	Address/Street Intersection
Medical	North Hudson Community Action Corporation	220 Passaic Street
Medical*	Mental Health Clinic of Passaic	111 Lexington Avenue
Medical*	Clear Choices Behavioral Health Care, LLC	221 Lexington Avenue
Medical*	LPCNJ Mindful Counseling Services	129 Prospect Street
Medical	Chai Urgent Care	122 8th Street
Medical*	St. Mary's General Hospital Seton Center for Behavioral Health	530 Main Avenue
Transportation	NJ Transit Route 161	Passaic Street
Transportation	NJ Transit Route 702	Monroe Street
Transportation	NJ Transit Route 707	Passaic Street
Transportation	NJ Transit Route 709	Passaic Street
Transportation	NJ Transit Route 758	Passaic Street
Education	Passaic School No. 2	48 Bergen Street
Education	Passaic School No. 8	100 4 th Street
Education	Passaic School No. 9	140 1st Street
Education	Passaic Arts and Science Charter School	188 1st Street
Parks/Recreation	Dundee Island Park	Veteran's Court/Wall Street
Parks/Recreation	Pulaski Park	4th Street
Parks/Recreation	North Pulaski Park	4th Street/East Monroe Street
Community	Reid Memorial Branch Passaic Public Library	80 3rd Street
Community	Boys & Girls Club of Paterson and Passaic	14 Hudson Street
Community	Lajas Civic Club	37 Market Street
Community	The United Puerto Rican Council	173-175 Passaic Street
Community	Mi Casa Es Puebla Passaic	77 3 rd Street
Celebrations/Events	"regularly-scheduled fair, festival, and/or public celebration"	
Fire/Police Station	Passaic Fire Department	11 Hope Avenue
Retail/Commercial Corridor	Market Street Commercial Corridor	Monroe Street to Passaic Street
Retail/Commercial Corridor	Passaic Street Commercial Corridor	1st Street to Wall Street
*Is within 1/2 mile of the neighborhood		

Regional Assets

There are two regional assets located in the Neighborhood: the Passaic River waterfront, which forms the eastern and southern border of the Neighborhood, and the Dundee Island Park Amphitheater, located in Dundee Island Park at the corner of Veteran's Court and Wall Street.

Municipal Revitalization Priorities

As described in Section 5, the Eastside has received special attention in municipal planning over the last decade. Several plans seek to reinvigorate the community, support and grow its businesses, improve the appearance and safety of streetscapes, and rehabilitate old industrial properties. Of particular note is the Eastside Redevelopment Area, which has several active rehabilitation/redevelopment projects and several more in the planning stages. The City is actively working to progress the redevelopment of these sites.

In addition to these on-going planning initiatives, the Eastside has also seen a recent surge in government investment. In October 2020, Passaic County opened Dundee Island Park after a \$12 million investment to develop the open space, located in the eastern portion of the Neighborhood along the Passaic River. The 2020 opening is only phase I for the park, as the County is actively preparing to expand the park with its Phase II plan. Just across the northern border of the Eastside past Route 21, the City is constructing the Dayton Avenue Educational Campus, a \$240 million project that will create a 448,000 SF school for 3,000 pre K-8th grade students.

Recent Investment

The Eastside has long been a target for economic development. In addition to the aforementioned redevelopment projects, grassroots efforts led by local businesses have sought to highlight and organize the Neighborhood's commercial corridors, including the "Taste of Market Street" event in 2017, designation of the Passaic Bistro District along Market Street, and a walking tour campaign in 2018. Furthermore, the City's Urban Enterprise Zone continues efforts to promote, improve, and organize the City's businesses.

On January 30th, 2021, the Atlantic Coast Fibers recycling plant on 8th Street was destroyed in a fire, taking with it 70 neighborhood jobs. However, the company has already vowed to rebuild bigger and better on the site, envisioning an 83,000 SF plant employing 200 people.¹

Throughout the Eastside Redevelopment Area, several properties have redevelopment plans with active development. These projects include:

- 220 Passaic Street, which will re-use a former industrial site over 200,000 SF in area for light industrial, commercial, office, and residential uses.
- 125 South Street, which will re-use a former industrial building and construct an additional 72 residential units.
- 2 Market Street, which reuse a former industrial site, adding a story on top of the existing building.

Several additional projects are in various stages of the planning process, including at 127 South Street, 1 Market Street, 99-111 Passaic Street, and 100 8th Street.

Community organization effectiveness:

As described in Section 4, the Boys & Girls Club is a tremendous asset for helping Eastside neighborhood residents reach their full potential. Since acquiring the Passaic Clubhouse in 2003, the organization has invested over \$1.3 million in the infrastructure of the facility to provide children with a safe place to learn and residents with a secure community center. This includes renovations to the Lobby, Pool, Art Room, Dance Room, Gymnasium with Stage, Games room and Classrooms as well as the addition of a STEM Maker Lab, Computer Lab and Teen Center. Additional upgrades were made to the mechanical systems including new roofing, HVAC and lighting as well as updates to the bathrooms, paint, flooring and aesthetics. The entire building has access to Wifi creating a connected, secure space for students to access up-to-date technology. The Clubhouse has the only available indoor pool in the Eastside neighborhood and provides affordable swim lessons and is home to the BGCPP Dolphins Swim Team which competes through

¹ Fagan, Matt. February 1, 2021. "After massive fire, Atlantic Coast Fibers owner vows he'll rebuild in Passaic." NJ.com.

the Northeast annually. The organization's facilities serve as invaluable tools in developing the neighborhood's human capital, positioning residents to assume leadership and stewardship of the neighborhood.

Community support and engagement:

Like so many organizations, the Boys & Girls Club has had to curtail in-person meetings and gatherings during the past 12 months in response to social distancing. In response to this crisis however, the Boys & Girls Club has proactively offered relief services to the neighborhood, many of which were coordinated as events for residents to receive critical supplies and resources such as food and medical supplies, as well as activities for children. The dates of these events are as follows:

Free Activity Kits filled with supplies that aligned with on-line programming distributed to children from the Passaic Clubhouse:

March 27, 2020: 250 kits

June 19, 2020: 600 kits

Free Emergency food kits with shelf stable food and fresh produce distributed to local residents from the Passaic Clubhouse:

March 27, 2020: 1,000 kits

April 10, 2020: 1,000 kits

April 17, 2020: 1,000 kits

April 24, 2020: 600 kits

April 30, 2020: 1,000 kits

May 8, 2020: 1,000 kits

May 15, 2020: 500 kits

May 22, 2020: 500 kits

May 29, 2020: no distribution, due to thunderstorms

June 5, 2020: 955 kits

June 12, 2020: 1,200 kits

June 19, 2020: 950 kits

Free Wellness/First Aid Kits distributed to local residents from the Passaic Clubhouse: 450 kits, in spring 2020

Free Holiday Dinners and Toys distributed to local residents from the Passaic Clubhouse:

December 21, 2020: Distributed Toys and Food Kits to 150 families



SECTION 7: PROPOSED VISION, STRATEGIES, ACTIVITIES + OUTCOMES

Vision: This plan sets forth the following vision for Eastside:

Eastside is a neighborhood...

- *with a voice.*
- *where residents rely on local businesses for services and employment.*
- *where young people have access to opportunities for enrichment and self-improvement.*
- *where people feel safe.*
- *where people can live a healthy lifestyle*
- *that is connected to the rest of Passaic and surrounding communities in multiple ways.*
- *where people have access to affordable and quality housing.*
- *that provides its residents with opportunities to succeed*
- *that has fun.*

Goals:

Goal 1: Create a vibrant local economy where local residents and businesses can succeed.

Strategy 1: Provide Eastside residents with access to the skills and opportunities they need to succeed economically.

Creating an environment of economic opportunity is at the core of this Plan. It is essential that as a result of this Plan, Eastside residents have access to the facilities and resources necessary to improve their economic outcome.

Existing barriers to economic opportunity in the neighborhood are significant. One major barrier to economic opportunity is language proficiency. As noted previously, neighborhood residents have varied proficiency with English, with only 53.92% of Spanish speakers speaking English “very well” and only 32.12% of other language speakers speaking English “very well.” A second barrier to economic opportunity is educational attainment. Of adults, age 25 or more, only 36.81% of residents possess a high school diploma or equivalent. The impact of these barriers is reflected in the neighborhood income—as noted previously, a majority of households within the neighborhood fall below the threshold of 50% of area median income.

In light of these conditions, it is essential that the Plan set forth an approach to broadening the economic opportunities of residents. The activities described below, many of which were discussed and identified during outreach events, are intended to help provide residents with these opportunities. These activities encompass traditional training and skill-building activities, as well as the provision of the community support facilities that are required for people to take advantage of these activities.

- Activity 1: Increase access to reduced cost English as a Second Language courses and/or GED classes.
- Activity 2: Develop a training program to help residents succeed in the modern economy. Training program may focus on subjects like resume development, financial literacy, or other related topics.
- Activity 3: Provide targeted workforce training for high demand skills.
- Activity 4: Increase the availability of local childcare services.
- Activity 5: Increase accessibility to community support services (i.e., soup kitchen, emergency shelters).

Strategy 2: Create an environment where businesses can succeed and serve the needs of residents.

The Eastside neighborhood is home to a wide range of businesses. From restaurants and bodegas on Market Street, to live poultry on Passaic Street and major distribution facilities on 1st Street, the neighborhood is home to a diverse array of businesses of different sizes and sectors. It is important to the success of the plan that the neighborhood's businesses, especially on the key commercial corridors of Passaic Street and Market Street, are given an opportunity to grow, and that that growth benefits the neighborhood's residents.

Based on conversations with local business owners conducted in preparation of this plan, the greatest challenge they currently face is the fallout from the COVID-19 pandemic. This has negatively affected foot traffic in the area and their ability to reach new customers. As a result, several activities below are intended to help local businesses recover from the pandemic, including through marketing and training.

While the success of small businesses is important, the plan also aims to push these businesses to create an environment that better serves the needs of residents. This may be the result of an expansion of services, like increasing the availability of fresh foods at local convenience stores, or local hiring programs at current or future major employers within the neighborhood. Resources offered to neighborhood businesses may come directly from NRTC support but may also be achieved by working with established partnerships such as the organizations working with the Robert Wood Johnson Foundation funded New Jersey Health Initiatives program, including the Passaic County Food Policy Council, in which Paterson Habitat for Humanity is already an active participant.

- Activity 1: Continue bistro marketing program for local retail and restaurants; explore other branding opportunities (i.e., "First Friday" activities, signage, banners, etc.)
- Activity 2: Create partnerships to promote local employment at businesses, particularly along First Street.
- Activity 3: Launch small business assistance program to help Eastside businesses recover from the COVID-19 pandemic using available local, state and federal resources.
- Activity 4: Conduct targeted training seminars to help businesses adapt to the 21st century economy. Training seminars may focus on topics like helping businesses enroll in delivery services like Uber Eats.
- Activity 5: Create a business association to advocate for the needs of businesses with the City.
- Activity 6: Create a "fresh foods program" for businesses to improve their capacity to offer affordable, healthy foods to the community.
- Activity 7: Pursue brownfields grants to promote redevelopment of former industrial properties along the 8th Street corridor into job creating uses.
- Activity 8: Create a façade improvement program for businesses along commercial corridors like Market Street and Passaic Street using interventions like short-term tax abatements or small grants.
- Activity 9: Work with the City to advocate for the creation of a full-service grocery store as a standalone project or a component of a larger future development projects.

- Activity 10: Initiate small business assistance program for local businesses to succeed and expand in a post-COVID environment. Small business assistance program may provide interventions like microgrants, low-interest loans, or similar funding.

Goal 2: Create opportunities for all people to both pursue self-improvement and enjoyment.

Strategy 3: Expand the range of opportunities available to teenagers to help them reach their full potential.

Eastside is a young neighborhood, with 39.85% of its residents under the age of 18. Despite the fact that young people make up such a significant portion of the population, the lack of facilities and programs in place to serve them, particularly in their teenage years, was a consistent theme of the feedback heard during outreach. Whether in conversations with representatives of the Mayor's Teen Council or local service providers, the need to create opportunities for teenagers was consistently reiterated.

As a result of these comments, this plan envisions implementing a range of new activities for teenagers. It is essential that these activities are designed with input from the teenagers themselves. Consequently, implementation of these activities will require coordination between the Boys & Girls Club of Paterson and Passaic, the Mayor's Teen Council, and other community stakeholders.

- Activity 1: Develop a range of programming options for young people. Focus programming on topics like arts, community service, culture, recreation, self-defense, and the development of life skills.
- Activity 2: Increase the availability of mental health counselling services for teens.
- Activity 3: Create a safe place for young people to be able to focus on their development academically, social-emotionally, and physically
- Activity 4: Work with the Passaic Library to offer extended hours at the Memorial Branch library and adapt programming to changing tastes.
- Activity 5: Develop a youth employment program with local businesses.

Strategy 4: Make Eastside fun!

Creating recreational opportunities that make Eastside a fun place to live, learn, and visit is essential to achieving the vision set forth in this plan. A common thread throughout community conversations, was a desire for the new recreational opportunities, and events to bring together residents of all ages. These events have the potential to both bring outsiders who might be unfamiliar with the neighborhood to the Eastside, and to bring residents together in the course of planning and preparing events.

- Activity 1: Launch an annual festival to celebrate Eastside.
- Activity 2: Develop varied quarterly programming to unite the community (i.e., concerts in the park, family and friends' weekend, trunk or treat).
- Activity 3: Work with the City to advocate for more entertainment uses (e.g., bowling alleys, movie theaters, etc.) as a component of future development projects.
- Activity 4: Secure funding to sponsor and expand community events (i.e., festivals, BBQs, block parties, etc.)

Strategy 5: Pursue beautification, programming, and new open spaces throughout Eastside.

Eastside residents contacted throughout the course of preparing this plan were nearly unanimous in their affection for neighborhood's parks, especially the recently constructed Dundee Island Park. In addition to creating a needed community facility, the Dundee Island Park has created a new sense of pride in the neighborhood.

While this recent success has excited residents, there remains a pervasive desire to improve open spaces within the neighborhood, and to pursue a broader program of neighborhood beautification. The desire to create new open spaces may include completion of the remaining portion of the Dundee Island Park, the undeveloped railway that partially separates it from the remainder of the neighborhood, and the creation of new open spaces along the Passaic River. This strategy aims to fulfill that desire and create an Eastside that is greener, more attractive and continues to instill pride in its residents.

- Activity 1: Secure funding to complete and program the Dundee Island Park project.
- Activity 2: Continue to advocate for the development of open spaces along the Passaic River, particularly in conjunction with potential development projects.
- Activity 3: Pursue public art program throughout Eastside, particularly in partnership with youth organizations and local artists.
- Activity 4: Launch and sustain a regular community clean-up program.

Goal 3: Create an accessible community where people feel safe, protected, and healthy.

Strategy 6: Foster housing development to ensure that all people of all incomes have access to suitable homes.

Creating quality affordable housing for people of all incomes is an essential component of ensuring that residents of the Eastside neighborhood are able to enjoy a safe and healthy community. Eastside is overwhelmingly a neighborhood of renters, with 89.95% of all units being renter-occupied. Despite some recent development, housing stock within the neighborhood is aging, with over half of the housing stock having been constructed prior to 1960.

Based on conversations conducted in the course of preparing this plan, the existing housing stock, primarily consisting of aging rental units, is becoming increasingly inadequate to support the needs of residents, who are facing rising rents and/or deteriorating homes.

In order to overcome this growing concern, this plan sets forth a number of activities to improve the existing housing stock within the neighborhood and promote affordability in future housing development. This includes advocating for affordable components in major projects being pursued throughout the neighborhood, developing homeownership opportunities as a means for creating generational wealth, working with the City to ramp up code enforcement efforts at existing units, and conducting a comprehensive assessment of future opportunities for housing development.

- Activity 1: Conduct a property survey to identify all vacant and underutilized properties in the neighborhood. Explore potential for utilizing survey as the basis for a vacant and abandoned property list.
- Activity 2: Develop and implement a strategy in conjunction with the City of Passaic and Paterson Habitat for Humanity to facilitate the construction of new housing on vacant and unimproved lots.
- Activity 3: Work with the City of Passaic to ensure that major development projects in the Eastside include a quality affordable housing component.

- Activity 4: Partner with the City of Passaic code enforcement department to ensure that existing housing in the Eastside is up to code and meets resident needs.
- Activity 5: Pursue the development of new homeownership opportunities in a variety of typologies, including medium density housing, owner occupied duplex housing, and single-family homes.

Strategy 7: Make it easier for people to get to, from, and around Eastside.

Despite living in a densely populated municipality, which is situated in a densely populated state, which is itself located in a densely populated region, residents of Eastside are in many ways isolated from their surrounding environment. Their neighborhood is isolated by physical barriers, like Route 21 and the Passaic River, infrastructure barriers, like conditions under Route 21 which separate the neighborhood from the balance of the City, and service barriers, like underwhelming access to public transit. Collectively, these barriers make it difficult for residents to access services and opportunities outside of the neighborhood and make it difficult for visitors to access amenities within the neighborhood.

This strategy intends to better integrate Eastside within its surrounding context through a mixture of physical and programmatic interventions. These interventions were designed in response to comments received during the community engagement process and are intended to benefit all people who live in and visit Eastside, whether they are residents who do not have access to bus service on Sundays, the 87.4% of residents who work outside of the City of Passaic, or people from other areas that would like to visit Eastside to go shopping or enjoy a meal.

- Activity 1: Advocate for better and more reliable NJ Transit bus service, particularly the reintroduction of Sunday services.
- Activity 2: Improve physical connections into the Eastside neighborhood, by pursuing beautification, lighting and other improvements to areas under Route 21 and along bridges and roads entering the neighborhood.
- Activity 3: Make it safer for cyclists to get into and around the Eastside by expanding the network of bike lanes.
- Activity 4: Identify roadways and sidewalks in need of improvement, and work with the City's Department of Public Works and County of Passaic to ensure that these improvements are made.
- Activity 5: Conduct an accessibility analysis of the neighborhood to locate places that are inaccessible to individuals with disabilities and strategies that may increase their accessibility, such as ADA compliant corners, ramps at public facilities, etc.
- Activity 6: Complete a parking analysis to determine the need for additional parking in the neighborhood and strategies that could increase the supply of or reduce the demand for parking.
- Activity 7: Create a formalized commercial loading zone program, particularly on major commercial streets, to keep the sidewalks clear.

Strategy 8: Create a community where all people feel safe and healthy.

Public safety was a pervasive concern throughout the community engagement process. As part of the community engagement process, a public forum was held on March 8th, 2021 to specifically address concerns about public safety. At this forum, residents expressed a strong desire to see a reduction of crime within the neighborhood and described a variety of strategies that the City may employ to achieve this goal. The activities described below were derived from

that, and other conversations, and are intended to create a safer neighborhood where all people can feel welcome.

- Activity 1: Work with the Passaic Police Department to continue to build relationships between the Police Department and the community, including through community policing strategies and leveraging the future substation at Wall Street and Passaic Street.
- Activity 2: Employ Crime Prevention Through Environmental Design (CPTED) strategies to increase safety throughout the neighborhood, including improving lighting and visibility at key locations.
- Activity 3: Develop protocols and fund interventions to address future public health crises (i.e., pandemics, flooding events, etc.).

Goal 4: Amplify Eastside's voice.

Strategy 9: Empower Eastside residents to advocate for their interests in an organized and effective manner.

Successful implementation of the vision, strategy, and activities described above will require Eastside to develop a united voice and structure to advocate for its interests. As experienced during the preparation of this plan, the neighborhood is comprised of a variety of stakeholders that lack a centralizing force. As this plan is implemented, it will become increasingly crucial that there is a forum where neighborhood issues can be raised and discussed, and that the outcomes of these discussions can be effectively communicated to outside agencies and policymakers. The activities described below are designed to help create this centralized voice, further define Eastside's identity, and empower Eastside residents to advocate for their interests.

- Activity 1: Create a local organizational structure to advocate for Eastside's needs (i.e., local Community Development Corporation, Steering Committee of Eastside stakeholders).
- Activity 2: Invest in local leaders, particularly by hiring a local community organizer to ensure that Eastside's voice is represented in major policy decisions that will affect the neighborhood.
- Activity 3: Develop a branding campaign to establish Eastside's identity and utilize that brand on signage, at local businesses, and on regular communications.
- Activity 4: Invest in multilingual services to make services and programming accessible to all residents.
- Activity 5: Develop an outreach strategy for advising residents and visitors about issues and activities relating to the neighborhood (i.e., podcast, neighborhood newsletter).

FORM NP-3: PROJECTED STRATEGIES, ACTIVITIES & OUTCOMES

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
<i>Identify the strategies to foster preservation & revitalization of the neighborhood.</i>	<i>Describe the specific activities to be followed to implement each strategy and achieve the outcome. There may be multiple activities for each strategy.</i>	<i>Identify the projected outcome to be achieved for each activity within the timeframe of the Neighborhood Plan.</i>	<i>Describe the methodology for assessing progress of each activity during the time-period of the Neighborhood Plan. (How will you know)</i>	<i>Identify information sources used to support the progress indicators described above (e.g. Census)</i>

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
			<i>whether or not you have achieved the projected outcome? What indicators will you be measuring?)</i>	<i>data, survey of residents, neighborhood canvas).</i>
Strategy 1: Provide Eastside residents with access to the skills and opportunities they need to succeed economically.	Activity 1: Increase access to reduced cost English as a Second Language (“ESOL”) courses and reduced cost GED classes	Launch at least one reduced cost ESOL and GED courses.	Number of courses initiated; number of residents completing courses.	Data compiled by service providers.
	Activity 2: Develop a training program to help residents succeed in the modern economy. Training program may focus on subjects like resume development, financial literacy, or other related topics.	Launch at least one training program(s)	Number of training programs initiated; number of residents completing training program	Data compiled by service providers
	Activity 3: Provide targeted workforce training for high demand skills.	Launch at least one targeted workforce training program(s)	Number of training programs initiated; number of residents completing training program	Data compiled by service providers
	Activity 4: Increase the availability of local childcare services.	Expand existing childcare service within the neighborhood by at least 10%	Number of additional children attending childcare	Survey of existing childcare capacity; data provided by service provider regarding increased capacity
	Activity 5: Increase accessibility to community support services (i.e., soup kitchen, emergency shelters).	Create at least one new facility where people can access support services	Number of new support facilities; number of residents attending support facilities	Data compiled by service providers
Strategy 2: Create an environment where businesses can succeed and serve the needs of residents.	Activity 1: Continue bistro marketing program for local retail and restaurants; explore other branding opportunities (i.e., “First Friday” activities, signage, banners, etc.)	One marketing program created to attract new customers at local retail and restaurants	Number of businesses participating in marketing program; increase in sales from participating businesses	Business data reported by participating businesses (i.e., year-over-year revenue change)
	Activity 2: Create partnerships to promote local employment at businesses, particularly along First Street.	Create at least two local hiring partnerships with employers within Eastside	Number of hiring partnerships; number of employees hired locally	Data reported by participating businesses
	Activity 3: Launch small business assistance program to help Eastside businesses recover from the COVID-19 pandemic.	One small business assistance program launched	Number of businesses participating in program; funds distributed as a result of program	Data provided by entity managing small business assistance program

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	Activity 4: Conduct targeted training seminars to help businesses adapt to the 21st century economy. Training seminars may focus on topics like helping businesses enroll in delivery services like Uber Eats.	At least two training seminars launched	Number of training seminars initiated; number of businesses participating	Business data reported by participating businesses (i.e., year-over-year revenue change, business survival rate)
	Activity 5: Create a business association to advocate for the needs of businesses.	One business association created	Number of participating businesses	Data reported by business association
	Activity 6: Create a “fresh foods program” for businesses.	One “fresh foods program” initiated	Number of participating businesses; revenue	Data reported by participating businesses
	Activity 7: Pursue brownfields grants to promote redevelopment of former industrial properties along 8th Street corridor into job creating uses.	At least one brownfield grant secured to remediate contaminated property	Number of brownfield grants secured	Data reported by entity managing grant
	Activity 8: Create a façade improvement program for businesses along commercial corridors like Market Street and Passaic Street using interventions like short-term tax abatements or small grants.	At least three facades improved	Number of facades improved	Data reported by entity managing façade improvement program
	Activity 9: Work with the City to advocate for the creation of a full-service grocery store as a standalone project or a component of a larger future development projects.	At least one grocery store opened	Number of grocery stores opened	City of Passaic
	Activity 10: Initiate small business assistance program for local businesses to succeed and expand in a post-COVID environment. Small business assistance program may interventions like microgrants, low-interest loans, or similar funding.	One small business assistance program launched	Number of businesses participating in program; funds distributed as a result of program	Data provided by entity managing small business assistance program
Strategy 3: Expand the range of opportunities available to teenagers to help them reach their full potential.	Activity 1: Develop a range of programming options for young people. Focus programming on topics like arts, community service, culture, recreation, self-defense, development of life skills.	At least three special teen events annually; at least one programming series convening at least once a month	Number of programs offered; number of teens participating	Data reported by entity managing teen programming

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	Activity 2: Increase the availability of counselling services for teens.	Walk in counselling services available to teens on at least a monthly basis	Number of teens participating in counselling services	Data reported by service provider
	Activity 3: Create a safe place for young people to focus on their development academically, social-emotionally, and physically.	Creation of a dedicated teen space or designated “teen hours” at an existing space	Existence of teen space; number of teens that visit space on a monthly basis	Data reported by entity managing and hosting teen space
	Activity 4: Work with the Passaic Library to offer extended hours at the Memorial Branch library and adapt programming to changing tastes.	Extended hours at the Memorial Branch Library at least twice a week; expanded programming	Number of days that Memorial Branch Library is open for extended hours; number of programs offered	Data reported by Passaic Library
	Activity 5: Develop a youth employment program with local businesses.	At least six local young people employed annually	Number of young people employed locally	Date reported by entity managing program
Strategy 4: Make Eastside fun!	Activity 1: Launch an annual festival to celebrate Eastside.	Conduct an annual festival to celebrate Eastside residents and pride	Existence of annual festival; number of attendees	Data reported by entity managing annual festival
	Activity 2: Develop varied quarterly programming to unite the community (i.e., concerts in the park, family and friends’ weekend, trunk or treat).	Quarterly events to unite the Eastside community and attract visitors	At least four events a year; number of attendees	Data reported by entity managing annual festival
	Activity 3: Work with the City to advocate for more entertainment uses (e.g., bowling alleys, movie theaters, etc.) as a component of future development projects.	Inclusion of entertainment style commercial uses (i.e., movie theatre, bowling alley, etc.) in future major development projects	Square footage of entertainment space created	Approvals by City of Passaic Planning Board, Certificates of Occupancy issued by City of Passaic
	Activity 4: Secure funding to sponsor community events (i.e., festivals, BBQs, block parties, etc.)	At least eight community events	Number of community events; number of attendees	Data reported by entity managing community events
Strategy 5: Pursue beautification, programming and new open spaces throughout Eastside.	Activity 1: Secure funding to complete and program the Dundee Island Park project.	Completion of Dundee Island Park project, existence of regularly scheduled programming	Completion of Dundee Island Park, existence of regularly scheduled programming	Issuance of permits by the City of Passaic and other review agencies, programming data by entity managing events
	Activity 2: Continue to advocate for the development of open spaces along the Passaic River, particularly in conjunction with potential development projects.	Dedication of new public space along the Passaic River; construction of facilities granting public access	Square feet of land dedicated for public access along the Passaic River; square feet of new public facilities constructed along the river	City of Passaic Planning Department and Building Department Data

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	Activity 3: Pursue public art program throughout Eastside, particularly in partnership with youth organizations and local artists.	Creation of at least three new public art pieces (i.e., murals, sculptures)	Number of public art pieces installed	Data reported by entity managing public art program
	Activity 4: Launch a community clean-up program.	Quarterly community clean-up events	Number of individuals participating in community clean-up; bags of trash collected	Data reported by entity managing clean-up process
Strategy 6: Foster housing development to ensure that all people of all incomes have access to suitable homes.	Activity 1: Conduct a property survey to identify all vacant and underutilized properties in the neighborhood. Explore potential for utilizing survey as the basis for a vacant and abandoned property list.	Completion of property survey	Completion of vacant property survey	Data reported by entity responsible for conducting property survey
	Activity 2: Develop and implement a strategy in conjunction with the City of Passaic and Paterson Habitat for Humanity to facilitate the construction of new housing on vacant and unimproved lots.	Construction of housing on at least 10% of vacant and/or underutilized lots identified in Activity 1	Number of vacant and/or underutilized lots improved with housing	Data provided by the City of Passaic and entity responsible for constructing housing
	Activity 3: Work with the City of Passaic to ensure that major development projects in the Eastside include an affordable housing component.	Inclusion of at least 10% affordable housing in pending or proposed projects generating 10 or more units	Number of affordable housing units created	Data provided by the City of Passaic
	Activity 4: Partner with the City of Passaic code enforcement department to ensure that existing housing in the Eastside is up to code and meets resident needs.	Improvements to conditions in existing housing units	Number of complaints to City of Passaic reported; number of violations corrected	Data provided by City of Passaic; ACS data regarding housing conditions
	Activity 5: Pursue the development of new homeownership opportunities in a variety of typologies, including medium density housing, owner occupied duplex housing, and single-family homes.	Creation of new homeownership opportunities and for-sale units	Number of for-sale units constructed and/or rehabilitated	ACS data showing change in homeownership rate
Strategy 7: Make it easier for people to get to, from, and around Eastside.	Activity 1: Advocate for better and more reliable NJ Transit bus service, particularly the reintroduction of Sunday services.	Restoration of NJ Transit Sunday service	Number of lines restored; increased ridership rates	NJ Transit data
	Activity 2: Improve physical connections into the Eastside neighborhood, by pursuing beautification, lighting, and other improvements to areas	Beautification of gateways into Eastside neighborhood	Number of beautification improvements completed	City of Passaic

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	under Route 21 and along bridges entering the neighborhood.			
	Activity 3: Make it safer for cyclists to get into and around the Eastside by expanding the network of bike lanes.	Construction of new bike infrastructure (i.e., bike lanes, sharrows)	Linear feet of roadways improved with new bike facilities	City of Passaic construction data
	Activity 4: Identify roadways and sidewalks in need of improvement, and work with the City's Department of Public Works and County of Passaic to ensure that these improvements are made.	Survey of roadways/sidewalks in need of repair and improvement; implementation of corresponding improvements	Completion of roadway/sidewalk survey; number of improvement projects completed	City of Passaic, Passaic County, NJ DOT data (depending on road jurisdiction)
	Activity 5: Conduct an accessibility analysis of the neighborhood to locate places that are inaccessible to individuals with disabilities and strategies that may increase their accessibility, such as ADA compliant corners, ramps at public facilities, etc.	Completion of accessibility analysis	Completion of accessibility analysis; number of improvements identified	Data reported by entity completing analysis
	Activity 6: Complete a parking analysis to determine the need for additional parking in the neighborhood and strategies that could increase the supply of or reduce the demand for parking.	Completion of parking study	Completion of parking analysis; number of improvements identified	Data reported by entity completing analysis
	Activity 7: Create a formalized loading program, particularly on major commercial streets, to keep the sidewalks clear.	Creation and adoption of formalized loading program	Completion of loading program; number of modifications resulting from loading program	Data reported by entity completing loading program; neighborhood survey of resulting modifications
Strategy 8: Create a community where all people feel safe and healthy.	Activity 1: Work with the Passaic Police Department to continue to build relationships between the Police Department and the community, including through community policing strategies and leveraging the future substation at Wall Street and Passaic Streets.	Improved relationships between the Passaic Police Department and Eastside residents	Reduction in neighborhood crime rate; neighborhood satisfaction with policing	Crime data reported by
	Activity 2: Employ Crime Prevention Through Environmental Design strategies (CPTED) to increase safety throughout the neighborhood, including improving lighting at key locations.	Creation of a safer Eastside through implementation of CPTED strategies	Number of CPTED strategies implemented; reduction in neighborhood crime rate	Crime data reported by City of Passaic Police Department; number of CPTED strategies reported by City of Passaic

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
				Planning Division
	Activity 3: Develop protocols to address future public health crises (i.e., pandemics, flooding events, etc.).	Creation of emergency management protocols	One handbook of emergency management protocols created	Data reported by entity responsible for managing protocols
	Activity 4: Increase the availability of substance abuse programming and/or counselling.	Launch at least one new substance abuse program and/or counselling program.	Number of new programs initiated; number of residents completing counselling/program	Data compiled by service providers
Strategy 9: Empower Eastside residents to advocate for their interests in an organized and effective manner.	Activity 1: Create a local organizational structure to advocate for Eastside's needs (i.e., local Community Development Corporation, Steering Committee of Eastside stakeholders)	Creation of a local organization.	One organization created; number of participants; number of meetings conducted	Data reported by newly created local organization
	Activity 2: Invest in local leaders, particularly by hiring a local community organizer to ensure that Eastside's voice is represented in major policy decisions that will affect the neighborhood.	Hire at least one local community organizer to represent Eastside	Public funding allocated to Eastside projects	City, County, State, and Federal data regarding public funding
	Activity 3: Develop a branding campaign to establish Eastside's identity.	Launch a branding campaign to establish Eastside's identity	Increased local and regional recognition of Eastside as a defined neighborhood	Local and regional survey
	Activity 4: Invest in multilingual services to make services and programming accessible to all residents.	Hiring at least one multilingual community outreach coordinator capable of preparing and presenting materials to residents	Number of multilingual events conducted; number of residents participating in multilingual events	Data reported by entity providing multilingual services
	Activity 5: Develop an outreach strategy for advising residents and visitors about issues and activities relating to the neighborhood (i.e., podcast, neighborhood newsletter).	Creation and implementation of a local outreach strategy, issuing local communications at least quarterly	Number of outreach materials generated; number of residents receiving media	Data reported by entity managing outreach strategy

FORM NP-4: PROJECTED ACTIVITIES BUDGET + TIMETABLE

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S1: Activity 1: Increase access to reduced cost English as a Second Language (“ESOL”) courses and reduced cost GED classes	\$15,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations • Other public funding 	<ul style="list-style-type: none"> • Market and schedule class • Conduct classes • ALTERNATIVELY provide transportation services to existing programs. 	<ul style="list-style-type: none"> • Lead: B+GC • Partner: County College as potential source of programming; Youth Council, faith-based communities, and Housing Authority assist with outreach. 	<ul style="list-style-type: none"> • Short
S1: Activity 2: Develop a training program to help residents succeed in the modern economy. Training program may focus on subjects like resume development, financial literacy, or other related topics.	\$25,000 first year; \$10,000 per subsequent year	<ul style="list-style-type: none"> • NRTC • Private donations • Passaic One Stop Career Center 	<ul style="list-style-type: none"> • Market and schedule class • Conduct classes • ALTERNATIVELY provide transportation services to existing programs. 	<ul style="list-style-type: none"> • Lead: B+GC will conduct outreach and support marketing efforts • Partner: Passaic County Community College, Youth Council, Board of Education 	<ul style="list-style-type: none"> • Short
S1: Activity 3: Provide targeted workforce training for high demand skills.	\$30,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations • Passaic One Stop Career Center 	<ul style="list-style-type: none"> • Market and schedule class • Conduct classes • ALTERNATIVELY provide transportation services to existing programs. 	<ul style="list-style-type: none"> • Lead: B+GC will conduct outreach and support marketing efforts. • Partner: City, County College and Library. 	<ul style="list-style-type: none"> • Short
S1: Activity 4: Increase the availability of local childcare services.	\$60,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Hire additional staff to support childcare facilities at local churches or community centers OR provide \$1,000 monthly stipend to eligible residents. 	<ul style="list-style-type: none"> • Lead: B+GC will assist in marketing childcare services. • Partner: neighborhood churches, existing daycare facilities. 	<ul style="list-style-type: none"> • Short

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S1: Activity 5: Increase accessibility to community support services (i.e., soup kitchen, emergency shelters).	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations • Other public funding 	<ul style="list-style-type: none"> • Update infrastructure at community support facilities • Hire additional staff to work at community support facilities 	<ul style="list-style-type: none"> • Lead: B+GC will assist in advertising availability of community support services • Partner: Existing church pantry would be support with staff and expanded programming. 	<ul style="list-style-type: none"> • Short
S2: Activity 1: Continue bistro marketing program for local retail and restaurants; explore other branding opportunities (i.e., “First Friday” activities, signage, banners, etc.)	\$20,000 per year	<ul style="list-style-type: none"> • NRTC • Business association • City of Passaic UEZ 	<ul style="list-style-type: none"> • Provide quarterly marketing services (advertisements, flyers, promotional items) to participating businesses. 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will assist in distributing marketing materials 	<ul style="list-style-type: none"> • Short
S2: Activity 2: Create partnerships to promote local employment at businesses, particularly along First Street.	\$15,000 per year	<ul style="list-style-type: none"> • NRTC • Passaic One Stop Career Center • Business association • City of Passaic UEZ 	<ul style="list-style-type: none"> • Developing relationships with local employers • Subsidizing cost of local hiring, if necessary • Host city job fairs. 	<ul style="list-style-type: none"> • Lead: B+GC will facilitate conversations with local employers • Partner: local businesses. 	<ul style="list-style-type: none"> • Medium
S2: Activity 3: Launch small business assistance program to help Eastside businesses recover from the COVID-19 pandemic.	\$250,000, once	<ul style="list-style-type: none"> • NRTC • City of Passaic UEZ • State and federal funding • Private donations 	<ul style="list-style-type: none"> • Grant and loan programs to support small businesses 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will help develop relationships with businesses. 	<ul style="list-style-type: none"> • Short
S2: Activity 4: Conduct targeted training seminars to help businesses adapt to the 21st century economy. Training seminars may focus on topics like helping	\$30,000 per year	<ul style="list-style-type: none"> • NRTC • City of Passaic UEZ 	<ul style="list-style-type: none"> • Market, schedule, and design classes • Conduct classes 	<ul style="list-style-type: none"> • Lead: Youth Council • Partner: B+GC will help market seminars 	<ul style="list-style-type: none"> • Short

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
businesses enroll in delivery services like Uber Eats.					
S2: Activity 5: Create a business association to advocate for the needs of businesses.	\$10,000 per year	<ul style="list-style-type: none"> City of Passaic UEZ NRTC 	<ul style="list-style-type: none"> Organizing business association Conducting business association affairs Assisting with collateral 	<ul style="list-style-type: none"> Lead: B+GC will assist in marketing business association Partners: local businesses and property owners. 	<ul style="list-style-type: none"> Medium
S2: Activity 6: Create a “fresh foods program” for businesses.	\$75,000 per year	<ul style="list-style-type: none"> NRTC Non-profit and federal grants 	<ul style="list-style-type: none"> Subsidizing cost of fresh foods program for 10 business annually Food storage and transportation equipment Marketing assistance 	<ul style="list-style-type: none"> Lead: City Partner: B+GC will assist in marketing; potentially local distributors. 	<ul style="list-style-type: none"> Medium
S2: Activity 7: Pursue brownfields grants to promote redevelopment of former industrial properties along 8th Street corridor into job creating uses.	N/A	<ul style="list-style-type: none"> EPA/NJDEP Grants as applicable Developer funding 	<ul style="list-style-type: none"> Site remediation 	<ul style="list-style-type: none"> Lead: City B+GC will have no role 	<ul style="list-style-type: none"> Long
S2: Activity 8: Create a façade improvement program for businesses along commercial corridors like Market Street and Passaic Street using interventions like short-term tax abatements or small grants	\$100,000 per year	<ul style="list-style-type: none"> NRTC City of Passaic UEZ Short term tax abatements 	<ul style="list-style-type: none"> Façade improvements 	<ul style="list-style-type: none"> Lead: UEZ Partner: B+GC will help facilitate relationships with businesses 	<ul style="list-style-type: none"> Medium
S2: Activity 9: Work with the City to advocate for the creation of a full-service grocery store as a standalone	\$100,000 per year	<ul style="list-style-type: none"> NRTC Private donations Developer contributions 	<ul style="list-style-type: none"> Subsidizing incorporation of entertainment uses (10,000 SF lease) 	<ul style="list-style-type: none"> Lead: City Partner: B+GC will work with developer partners to identify 	<ul style="list-style-type: none"> Long

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
project or a component of a larger future development projects.				appropriate entertainment uses	
S2: Activity 10: Initiate small business assistance program for local businesses to succeed and expand in a post-COVID environment. Small business assistance program may interventions like microgrants, low-interest loans, or similar funding.	\$25,000 per year	<ul style="list-style-type: none"> • NRTC • NJDCA • City of Passaic UEZ 	<ul style="list-style-type: none"> • Small business assistance 	<ul style="list-style-type: none"> • Lead: UEZ • Partner: B+GC will help facilitate relationships with businesses 	<ul style="list-style-type: none"> • Medium
S3: Activity 1: Develop a range of programming options for young people. Focus programming on topics like arts, community service, culture, recreation, self-defense, and the development of life skills.	\$125,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing programming 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will design, manage, and implement programming; Youth Council 	<ul style="list-style-type: none"> • Short
S3: Activity 2: Increase the availability of counselling services for teens.	\$75,000 per year	<ul style="list-style-type: none"> • NRTC • State funding • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing counselling 	<ul style="list-style-type: none"> • Lead: BOE to identify best approach • Partner: B+GC will host and market counselling 	<ul style="list-style-type: none"> • Short
S3: Activity 3: Create a safe place for young people to focus on their development academically, social-emotionally, and physically.	\$400,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Renting and outfitting safe place for teens 	<ul style="list-style-type: none"> • Lead: B+GC will host teen safe place • Partner: NAACP, churches and City 	<ul style="list-style-type: none"> • Medium

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S3: Activity 4: Work with the Passaic Library to offer extended hours at the Memorial Branch library and adapt programming to changing tastes.	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Staffing and operating library for extended hours 	<ul style="list-style-type: none"> • Lead: Passaic Library, with funding, will explore extended hours 	<ul style="list-style-type: none"> • Short
S3: Activity 5: Develop a youth employment program with local businesses.	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Subsidizing salaries 	<ul style="list-style-type: none"> • B+GC will assist in developing relationships with businesses, identifying potential young adults to participate 	<ul style="list-style-type: none"> • Medium
S4 Activity 1: Launch an annual festival to celebrate Eastside.	\$35,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing programming 	<ul style="list-style-type: none"> • Lead: B+GC will design, manage, and implement programming 	<ul style="list-style-type: none"> • Short
S4: Activity 2: Develop varied quarterly programming to unite the community (i.e., concerts in the park, family and friends' weekend, trunk or treat).	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing programming 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will design, manage, and implement programming 	<ul style="list-style-type: none"> • Short
S4: Activity 3: Work with the City to advocate for more entertainment uses (e.g., bowling alleys, movie theaters, etc.) as a component of future development projects.	\$100,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations • Developer contributions 	<ul style="list-style-type: none"> • Subsidizing incorporation of entertainment uses (10,000 SF lease) 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will work with developer partners to identify appropriate entertainment uses 	<ul style="list-style-type: none"> • Long
S4: Activity 4: Secure funding to sponsor community events (i.e., festivals, BBQs, block parties, etc.)	\$25,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing programming 	<ul style="list-style-type: none"> • Lead: Housing Authority • Partner: B+GC will design, manage, and implement programming 	<ul style="list-style-type: none"> • Short

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S5: Activity 1: Secure funding to complete and program the Dundee Island Park project.	\$100,000 per year	<ul style="list-style-type: none"> • NRTC • Passaic County Open Space • NJDEP funding as applicable 	<ul style="list-style-type: none"> • Completing Dundee Island Park, implementing programming 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will help program new open spaces 	<ul style="list-style-type: none"> • Long
S5: Activity 2: Continue to advocate for the development of open spaces along the Passaic River, particularly in conjunction with potential development projects.	\$100,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations • Developer contributions 	<ul style="list-style-type: none"> • Purchasing easements • Developing open space 	<ul style="list-style-type: none"> • B+GC will help program new open spaces 	<ul style="list-style-type: none"> • Long
S5: Activity 3: Pursue public art program throughout Eastside, particularly in partnership with youth organizations and local artists.	\$20,000 per year	<ul style="list-style-type: none"> • NRTC 	<ul style="list-style-type: none"> • Procurement process for two works annually. 	<ul style="list-style-type: none"> • Lead: B+GC will help identify locations and artists 	<ul style="list-style-type: none"> • Short
S5: Activity 4: Launch a community clean-up program.	\$25,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Organizing and implementing cleanups 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will design, manage, and implement cleanups 	<ul style="list-style-type: none"> • Short
S6: Activity 1: Conduct a property survey to identify all vacant and underutilized properties in the neighborhood. Explore potential for utilizing survey as the basis for a vacant and abandoned property list.	\$35,000 one year	<ul style="list-style-type: none"> • NRTC • City of Passaic 	<ul style="list-style-type: none"> • Completing survey 	<ul style="list-style-type: none"> • Lead: Habitat will support efforts 	<ul style="list-style-type: none"> • Short
S6: Activity 2: Develop and implement a strategy in conjunction with the City of Passaic and Paterson Habitat	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • HOME funds • CDBG funds 	<ul style="list-style-type: none"> • Construction and rehabilitation of housing 	<ul style="list-style-type: none"> • Lead: Habitat will lead construction and rehabilitation efforts • Partner: City 	<ul style="list-style-type: none"> • Medium

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
for Humanity to facilitate the construction of new housing on vacant and unimproved lots.		<ul style="list-style-type: none"> Private donations 			
S6: Activity 3: Work with the City of Passaic to ensure that major development projects in the Eastside include an affordable housing component.	N/A	<ul style="list-style-type: none"> NRTC HOME funds CDBG funds Private developer funding 	<ul style="list-style-type: none"> Subsidizing construction of affordable housing 	<ul style="list-style-type: none"> Habitat will lead construction and rehabilitation efforts 	<ul style="list-style-type: none"> Long
S6: Activity 4: Partner with the City of Passaic code enforcement department to ensure that existing housing in the Eastside is up to code and meets resident needs.	\$25,000 per year	<ul style="list-style-type: none"> NRTC City of Passaic 	<ul style="list-style-type: none"> Facilitating code enforcement inspections and fund for cleanup, securing site and/or demolition. 	<ul style="list-style-type: none"> Lead: City 	<ul style="list-style-type: none"> Short
S6: Activity 5: Pursue the development of new homeownership opportunities in a variety of typologies, including medium density housing, owner occupied duplex housing, and single-family homes.	N/A	<ul style="list-style-type: none"> NRTC City of Passaic Developer funds 	<ul style="list-style-type: none"> Subsidizing construction of for-sale affordable housing 	<ul style="list-style-type: none"> Lead: Habitat will support with construction and rehabilitation efforts. 	<ul style="list-style-type: none"> Medium
S7: Activity 1: Advocate for better and more reliable NJ Transit bus service, particularly the reintroduction of Sunday services.	N/A	<ul style="list-style-type: none"> NRTC 	<ul style="list-style-type: none"> Community organizing and advocacy 	<ul style="list-style-type: none"> Lead: City B+GC will support advocacy efforts 	<ul style="list-style-type: none"> Short
S7: Activity 2: Improve physical connections into the Eastside neighborhood, by pursuing beautification, lighting, and other	\$50,000 per year	<ul style="list-style-type: none"> NRTC NJDOT Funding USDOT funding Passaic County funding City of Passaic funding 	<ul style="list-style-type: none"> Identifying and implementing improvements 	<ul style="list-style-type: none"> Lead: City Partners: B+GC will support efforts to identify improvements; local businesses 	<ul style="list-style-type: none"> Long

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
improvements to areas under Route 21 and along bridges entering the neighborhood.					
S7: Activity 3: Make it safer for cyclists to get into and around the Eastside by expanding the network of bike lanes.	\$50,000 per year	<ul style="list-style-type: none"> • NRTC • NJDOT Funding • USDOT funding • Passaic County funding • City of Passaic funding 	<ul style="list-style-type: none"> • Identifying and implementing improvements 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will support efforts to identify improvements; Board of Education 	<ul style="list-style-type: none"> • Long
S7: Activity 4: Identify roadways and sidewalks in need of improvement, and work with the City's Department of Public Works and County of Passaic to ensure that these improvements are made.	\$10,000 per year	<ul style="list-style-type: none"> • NRTC • NJDOT Funding • USDOT funding • Passaic County funding • City of Passaic funding 	<ul style="list-style-type: none"> • Identifying and implementing improvements through annual neighborhood walks with stipends for participants. 	<ul style="list-style-type: none"> • Lead: City • Partners: B+GC will conduct efforts to identify improvements 	<ul style="list-style-type: none"> • Long
S7: Activity 5: Conduct an accessibility analysis of the neighborhood to locate places that are inaccessible to individuals with disabilities and strategies that may increase their accessibility, such as ADA compliant corners, ramps at public facilities, etc.	\$7,500 per year	<ul style="list-style-type: none"> • NRTC 	<ul style="list-style-type: none"> • Identifying and implementing improvements through annual neighborhood walks with stipends for participants. 	<ul style="list-style-type: none"> • Lead: City • B+GC will support outreach efforts relating to the analysis 	<ul style="list-style-type: none"> • Short
S7: Activity 6: Complete a parking analysis to determine the need for additional parking in the neighborhood and strategies that could increase the supply of or reduce the demand for parking.	\$25,000 once	<ul style="list-style-type: none"> • NRTC 	<ul style="list-style-type: none"> • Conduct a parking study using a consultant. 	<ul style="list-style-type: none"> • Lead: City • B+GC will support outreach efforts relating to the analysis 	<ul style="list-style-type: none"> • Short

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S7: Activity 7: Create a formalized loading program, particularly on major commercial streets, to keep the sidewalks clear.	N/A	<ul style="list-style-type: none"> NRTC 	<ul style="list-style-type: none"> After working with City to design and designate, assist with materials. 	<ul style="list-style-type: none"> Lead: City B+GC will support outreach efforts relating to the analysis 	<ul style="list-style-type: none"> Short
S8: Activity 1: Work with the Passaic Police Department to continue to build relationships between the Police Department and the community, including through community policing strategies and leveraging the future substation at Wall Street and Passaic Streets.	\$25,000 per year	<ul style="list-style-type: none"> NRTC Passaic Police Department 	<ul style="list-style-type: none"> Community organizing and advocacy Programming at future substation Community policing training 	<ul style="list-style-type: none"> Lead: B+GC will support outreach efforts relating to the community policing efforts Partner: NAACP 	<ul style="list-style-type: none"> Long
S8: Activity 2: Employ Crime Prevention Through Environmental Design strategies (CPTED) to increase safety throughout the neighborhood, including improving lighting at key locations.	\$250,000	<ul style="list-style-type: none"> NRTC Passaic Police Department Passaic County 	<ul style="list-style-type: none"> Hire consultant. Identify appropriate CPEDS strategies Implementing appropriate CPEDS strategies 	<ul style="list-style-type: none"> Lead: City Partner: B+GC will support outreach efforts relating to the analysis; Passaic Police; NAACP 	<ul style="list-style-type: none"> Short
S8: Activity 3: Develop protocols to address future public health crises (i.e., pandemics, flooding events, etc.).	\$50,000 once	<ul style="list-style-type: none"> NRTC 	<ul style="list-style-type: none"> Community organizing and advocacy 	<ul style="list-style-type: none"> Lead: Passaic Alliance Partner: City and B+GC will support outreach efforts relating to the analysis 	<ul style="list-style-type: none"> Short

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S9: Activity 1: Create a local organizational structure to advocate for Eastside's needs (i.e., local Community Development Corporation, Steering Committee of Eastside stakeholders)	\$10,000 per year	<ul style="list-style-type: none"> • NRTC • UEZ • Private donations 	<ul style="list-style-type: none"> • Designing and implementing organizational structure • Creating materials 	<ul style="list-style-type: none"> • Lead: Local Businesses • B+GC will support outreach efforts and play a lead role in the organizational structure 	<ul style="list-style-type: none"> • Short
S9: Activity 2: Invest in local leaders, particularly by hiring a local community organizer to ensure that Eastside's voice is represented in major policy decisions that will affect the neighborhood.	\$75,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Funding to hire local community organizer 	<ul style="list-style-type: none"> • B+GC will hire local community organizer/representative to lead all efforts here and oversee implementation. 	<ul style="list-style-type: none"> • Medium
S9: Activity 3: Develop a branding campaign to establish Eastside's identity.	\$65,000 once	<ul style="list-style-type: none"> • NRTC 	<ul style="list-style-type: none"> • Community organizing and advocacy for consultant 	<ul style="list-style-type: none"> • Lead: City • Partner: B+GC will support outreach efforts relating to the branding campaign; local businesses 	<ul style="list-style-type: none"> • Short
S9: Activity 4: Invest in multilingual services to make services and programming accessible to all residents.	(See S9: Activity 2)	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Hiring multilingual staff members 	<ul style="list-style-type: none"> • B+GC will hire multilingual staff member for community organizer. 	<ul style="list-style-type: none"> • Medium

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
S9: Activity 5: Develop an outreach strategy for advising residents and visitors about issues and activities relating to the neighborhood (i.e., podcast, neighborhood newsletter).	\$25,000 per year	<ul style="list-style-type: none"> • NRTC • Private donations 	<ul style="list-style-type: none"> • Designing and distributing outreach materials • Identifying representative 	<ul style="list-style-type: none"> • Lead: Youth Council • B+GC will support development and distribution of outreach materials 	<ul style="list-style-type: none"> • Short

SECTION 8: PARTICIPATORY PLANNING PROCESS

The conditions created by the COVID-19 pandemic created significant challenges for accessing and engaging the residents of this neighborhood. During any other year, there are numerous community events, City programs, informal gatherings and busy streets where most neighbors engage with one another. In general, the community prefers one-on-one or small group communications, particularly for individuals with limited English language skills. Originally, the Team decided to try virtual events and surveys to engage the community, however, when this provided less results than desired, the Steering Committee, Boys and Girls Club employees and community members stepped up to go door-to-door and make phone calls to try to reach more people. Overall, given the limitations for engagement right now, the number of participants and their commitment to this process was impressive and resilient.

To lead the planning process and aid with outreach, a steering committee was established that included 20 individuals that included residents of various ages and backgrounds, municipal service providers, the housing authority, nonprofit employees, the Board of Education and local business owners. This group was undoubtedly key to the success of this outreach process and devoted countless hours to this effort.

The process began with a Facebook Live Event hosted by Mayor Hector Lora of the City of Passaic that reached over 3,400 people and provided a strong basis of challenges, strengths and opportunities for the planning team to dig into. This event was also used to promote the two surveys that were designed to solicit remote engagement. These two surveys (one hosted on PolleEverywhere and the other on Survey Monkey) were able to reach and get feedback from 173 individuals. These surveys were also promoted through dozens of flyers throughout the neighborhood.

Due to the slow turnaround of the online engagement, the Steering Committee members, the Boys & Girls Club and planning team started cold-calling various organizations, businesses and residents within the community. Over the course of one month, over 100 calls were made, where sometimes individuals were asked survey questions that a representative filled out. Additionally, steering committee members attended and brought friends to five (5) meetings where a host of topics were discussed in-depth with small groups led by representatives from Habitat for Humanity as detailed below:

Week Of:	Topic
2/22	Eastside Overview; Best Characteristics/Worst Characteristics; Community Facilities; Civic Engagement; Outreach ideas
3/1	Housing; Homeownership; Rental Housing and Tenant Rights; Beautification
3/8	Public Safety; Pedestrian Safety; Traffic Safety; Transportation; and Mobility
3/15	Jobs, Education and Training, Local Businesses
3/22	Vision Statement

Additionally, the planning team and Boys & Girls Club held 13 stakeholder meetings with 10 businesses, two government service providers, three community organizations and one local developer of housing. From this process, several long-term relationships were established and secured nine (9) letters of support (see Appendix TK) for planned activities.

Following the completion of a draft application, the Steering Committee, City and general public were asked to review the resulting document. This occurred through two more committee meetings, another Mayor's Facebook Live Event and word of mouth. Changes were made in the last two weeks before the submission of the Plan.

The invaluable relationships built through this outreach process will continue to expand and support the efforts of the Boys and Girls Club, whether or not this application moves forward.

It is important to note that all efforts were available and conducted in both Spanish and English from start to finish. Materials from these outreach efforts are provided for reference below.



YOUR VOICE MATTERS!

If you live between Passaic Street and Monroe Street on 1st Street through 8th Street, join the conversation about the Eastside (Downtown) neighborhood and earn a chance to win a \$25 Gift Card!

It's As Easy as 1-2-3!

VISIT www.bgppnj.org/passaicnrtc

- Tell us what you would like to see in your community!**
Complete the survey here <https://www.polev.com/topology>
- Give us your opinion!**
Question of the Week <https://www.surveymonkey.com/r/Q79DQ2F>
- Show us what you like and don't like in your community!**
Upload photos and comments about the community.
<https://photos.app.goo.gl/Q5c4PbMS55drU7MG6>

**Eastside
Neighborhood Plan**



**Plan de Vecindario
del Lado Este**





¡TU VOZ IMPORTA!

Si vive entre Passaic Street y Monroe Street en 1st Street hasta 8th Street, únase a la conversación sobre el vecindario Eastside (Downtown) y gane la oportunidad de ganar una tarjeta de regalo de \$25.

Es tan fácil como 1-2-3!

VISITA www.bgppnj.org/passaicnrtc

- ¡Díganos qué le gustaría ver en su comunidad!** Complete la encuesta aquí <https://www.polev.com/topology>
- ¡Danos tu opinión!** Complete la pregunta de la semana <https://www.surveymonkey.com/r/Q79DQ2F>
- ¡Muéstranos lo que le gusta y lo que no le gusta en su comunidad!** Sube fotos y comentarios sobre la comunidad. <https://photos.app.goo.gl/Q5c4PbMS55drU7MG6>

**Eastside
Neighborhood Plan**



**Plan de Vecindario
del Lado Este**





Point your camera phone
at this code to share your
voice!



WE NEED YOU!

**THE BOYS & GIRLS CLUB IS
PLANNING FOR MAJOR
OPPORTUNITIES IN 2021, BUT NO
PLAN IS COMPLETE WITHOUT YOU!**



**SCAN THE QR CODE BELOW TO
FIND OUT MORE!**

**OR GET YOUR NAME ON THE
VIP LIST BY CONTACTING
YOUDECIDE@BGCPNJ.ORG**




RAFFLE OPPORTUNITY!





Apunta tu teléfono con
cámara a este código para
compartir tu voz.



**¡NOSOTROS TE
NECESITAMOS!**

**EL BOYS & GIRLS CLUB ESTÁ PLANEANDO
GRANDES OPORTUNIDADES PARA EL AÑO
2021, ¡PERO NINGÚN PLAN ESTÁ
COMPLETO SIN USTED!**



**¡ESCANEE EL CÓDIGO QR A CONTINUACIÓN
PARA OBTENER MÁS INFORMACIÓN!**

**COMUNÍQUESE CON
YOUDECIDE@BGCPNJ.ORG PARA
PONER SU NOMBRE EN LA LISTA VIP.**




**¡OPORTUNIDAD
DE RIFA!**

