

G A R F I E L D



neighborhood revitalization plan



By
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PREPARED FOR
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Foreword

The Bergen County Community Action Partnership has made a significant investment in the City of Garfield over the last decade. In the coming months and years, BCCAP is prepared to invest even more as we work with both the city's citizens and its leaders to create a shared vision for how to improve neighborhoods and change lives of the most vulnerable, particularly in the city's First Ward.

BCCAP is already addressing the health care needs of city residents through a Federally Qualified Health Center on Midland Avenue. This full-service medical and dental clinic provides primary care to those who cannot afford it while significantly reducing emergency room visits which increase the cost of health care for everyone.

Also at its center on Midland Avenue, BCCAP is educating children, from ages 0-5, through its Head Start and Early Head Start programs, while providing a full complement of health, mental health, nutrition and special needs services to these economically vulnerable families. BCCAP is also training residents for good jobs in the emerging green economy, through operation of a U.S. Department of Energy funded Green Technology Training Center at this location.

BCCAP is planning to open a branch of its 1st Bergen Federal Credit Union in the city, in order to provide affordable financial services to under-banked city residents while also providing a host of financial education and income tax assistance activities.

BCCAP is planning for Garfield's future, through its leadership in a neighborhood revitalization planning effort in the city's First Ward, in collaboration with the Nishuane Group, LLC and Rutgers University. This report is the first step in an effort designed to significantly improve the conditions in which residents both live and do business in the First Ward.

Why is BCCAP investing so significantly in Garfield? Consider the following:

- Education: Designation as an **Abbott District**. The NJ Supreme Court in 1985 designated the poorer urban school systems as Abbott districts (Abbott vs. Burke). These districts had the "lowest socio-economic status," "evidence of substantive failure of thorough and efficient education" and a "large percentage of disadvantaged students who need an education beyond the norm." The City of Garfield was, and is, the only municipality in Bergen County to receive that designation.
- Healthcare: Designation as a **medically underserved area**. Research conducted by BCCAP in the 1990's led to the establishment of a Federally Qualified Health Center (FQHC) in Garfield by BCCAP and North Hudson Community Action Corporation.
- Economic Data. US Census data in 2000 (reported in the Study Area Data Book appended to this Plan) showed:
 - The City of Garfield's **median household income was \$42,748**, or 40 percent less than that of the County, at \$65,241. The subject area of this study was almost 10 percent less than the entire City at \$39,028.
 - **The unemployment rate was 22 percent**, far above the rate for the City and the County, which stood at 8 and 4 percent respectively.
- Almost **14 percent had less than a high school education**.

-Approximately **one-third of the residents were paying 35 percent** or more of their monthly household income for housing costs, a level higher than both the City and the County. These realities, combined with an obvious commitment by the City's leadership to create an environment for collaborative problem solving and new investment, have caused BCCAP to commit whatever resources it can muster for a long-term effort to vigorously address Garfield's challenges. This report outlines some of those challenges and potential responses.

We are grateful to the City's leadership, particularly the Mayor and Council and the City Manager for their guidance and assistance. Most importantly, we are grateful to the citizens of Garfield who continue to provide critical insights.

Finally, we thank the Nishuane Group and Rutgers University's Edward J. Bloustein School of Planning and Public Policy for their considerable efforts in completing this planning process resulting in the report that follows.

As the citizens of Garfield define the city's future, BCCAP will do all that it can to assist them in identifying and realizing their goals and aspirations.

Acknowledgements



The Garfield Neighborhood Revitalization Plan was an initiative of the Bergen County Community Action Partnership and was completed in conjunction with the Mayor and Council of Garfield, New Jersey and through a grant from the New Jersey Office of Planning Advocacy.

Very special thanks to the neighborhood residents, businesses, houses of worship and the Abraham Lincoln Public School.

City of Garfield:

Mayor, Frank J. Calandriello
 Deputy Mayor, Stanley J. Moskal
 Councilmember, Louis G. Aloia
 Councilmember, Joseph Delaney
 Councilmember, Tana M. Raymond
 City Manager, Thomas J. Duch, Esq.
 Garfield Redevelopment Agency
 Garfield Police Department

Area Stakeholders:

Abraham Lincoln Public School -Mr. Frank Passucci, Principal
 Garfield Board of Education
 Garfield Public Library
 Garfield Housing Authority
 Garfield Recreation Center – Mr. Anthony Furfaro
 Garfield YMCA
 Garfield Boys and Girls Club
 Garfield Chamber of Commerce
 EPIC Youth Group of Garfield



Our partners for this engagement at the Professional Development Institute at Rutgers University's Edward J. Bloustein School of Planning and Public Policy



Executive Summary

The Nishuane Group was retained by the Bergen County Community Action Partnership [BCCAP] to prepare a neighborhood revitalization plan for a 29-block neighborhood in Garfield's First Ward. For approximately one year, we used a neighborhood planning process whereby residents and other stakeholders learned about their neighborhood, began a discussion about a shared future, and developed strategies to shape it for the better and sustain it for the long-term. The process resulted in a plan that encourages and directs future social and economic investments toward the development of a healthy neighborhood.

Our firm was selected, in part, because of our considerable experience with neighborhood/community planning and our commitment to inclusive planning. As in our experience with most neighborhoods, this Garfield Neighborhood had a mix of assets, challenges, and meaningful opportunities. The singular characteristic that set this area apart from others, however, was the absence of a cohesive neighborhood fabric...despite the unanimous expressed desire of its stakeholders to build a sense of community.

Noted were disconnections between neighbors along the lines of race, ethnicity and age. There were also disconnections between the residents and the businesses in the area. In fact, we discovered that many residents traveled outside of their neighborhood for practically everything except the local school. This out-migration included trips to area stores, recreational facilities, the library and, most notably, parks. Perhaps more importantly, there was a lack of neighborhood leaders or, as we identify them, stewards.



These observations led the planning team to analyze demographic data, land use patterns and other traditional neighborhood indices in a slightly non-traditional manner. While all of the traditional neighborhood analyses were completed during this planning process, it was deemed necessary to delve further into the unique neighborhood building capacity issues – which were not easily quantifiable. This Plan highlights and addresses those unique findings and trends that presented themselves as identifiers for this neighborhood.

In summary, the key findings were as follows:

- The following basic neighborhood ingredients were missing:
- Previous studies or planning initiatives in this neighborhood,
 - Detailed parcel maps,
 - A functional Chamber of Commerce or Merchant Association,
 - Geographic-specific crime statistics,
 - Direct participation from the various local social service agencies in the re-

vitalization of this neighborhood.

- There is a need for the involvement of a lead local organization to shepherd the recommended changes for this neighborhood.
- There must be a commitment and will on the part of all stakeholders to develop this neighborhood.
- There is a need to rally stakeholders around shared issues such as the following: Access to open space; safety and security; cleaner environment; a vibrant Passaic Street.

Therefore this neighborhood requires a customized approach to neighborhood planning. We typically encounter a cadre of local advocates, stewards and/or a lead organization. Even when these entities are few in size or number, their presence provides a foundation upon which to build sound neighborhood planning principles, e.g., beginning with the formulation of a vision for what the neighborhood can become. In this planning process it was apparent after a series of interviews, focus groups and community meetings that the



neighborhood was not yet ready to formulate a comprehensive Vision Plan or Statement. Therefore, the planning team recommends that the first step in this neighborhood revitalization plan must be community building.

The success of the short-term goals and strategies will make the implementation of all other recommendations both manageable and probable. Accordingly, the easiest way to get the ball rolling is to commence with the following initiatives:

- Identify a local lead agency, like BCCAP, that can generate interest, incite neighborhood participation, educate, and offer guidance to stakeholders interested in developing their neighborhood.
- Harness untapped resources. The residents and stakeholders have the interest and desire to participate in the revitalization process, but they need support to move forward.
- Identify simple and relatively inexpensive, yet visible , projects like:
 - Safety: Install fencing around the train tracks.

- Communication: Utilize readily available inexpensive tools to enhance neighborhood communication. A Neighborhood Facebook Page and/or Newsletter are good ways to begin.

- Incentivize: Create and provide incentives for residents to take pride in their community, e.g., prizes/recognition for best maintained yard or Holiday decorations.

- Code Enforcement: Develop a partnership with local government to target municipal resources in this neighborhood. Something as simple as code enforcement could significantly improve the quality of life in this neighborhood.

- Leverage Public School #6: The Abraham Lincoln School, also known as Public School # 6, is in the center of the neighborhood and, in many ways, serves as the community anchor. More importantly, the Principal of the School welcomed the opportunity to play an integral role in the revitalization of the school's neighborhood. Accordingly, consideration should be given to co-location concepts that might join the school and an agency like the YMCA to share physical space in the neighborhood.



Similarly, consideration should be given to opening the school for after-hours activities like adult school, cultural programs, or recreation.

- **Economic Development:** Early components of an economic development strategy for this area should include the formation of a Passaic Street Merchant's Association, and the rebirth of the Garfield Chamber of Commerce.

With community building as an immediate need, this Plan also identifies several mid- and long-range goals and strategies. While these goals require greater interaction with varied levels of government and are considerably more complex, they are, nevertheless, identified as significantly important to the successful revitalization of this neighborhood. The mid-term goals and strategies focus on the formulation of a Neighborhood Vision Plan, while the long-term goals prioritize the reclamation of the Passaic River for neighborhood residents and visitors alike and the revitalization of the Passaic Street Commercial Corridor.

Once significant progress has been made with the short-term community building goals and strategies, we recommend a return to the Vision Planning process. Initial capacity building efforts will better position the neighborhood to embark upon a process for which they were not truly prepared during this planning engagement.

This Vision Planning mid-term goal should include the crafting of a statement that illustrates the neighborhood's vision for itself. The process should ensure that the vision statement reflects key trends and neighborhood values based upon the new decennial data, which will be available in 2012. The Neighborhood Vision should also contain a description of the features the community would like to preserve or change. The vision may develop a probable or preferred scenario for the future; it may even be a narrative that explains how the neighborhood will look in 20 years. Either way, the vision should be comprehensive. It should include the neighborhood's vision for the location of land uses in the future, how the neighborhood would



like to accommodate future growth, natural features to preserve, environmental priorities, design, landscaping, the supply of open space, economics, demographics, etc.

Long-term goals and strategies are primarily in the area of economic development and environmental improvements. These goals and strategies may change slightly depending on the state of the economy and the availability of funding sources; i.e., they may be addressed as mid-term goals should funding be available. A recitation of the long-term goals and strategies is provided in the Table below but the highlights for this phase of the Plan include the following: riverfront and downtown planning. Given Garfield's early success with obtaining greenacres funding for improvements to half of the Passaic River within the municipal boundary, we see the continuation of those efforts into the study area as being intuitive. Similarly, with the recent arrival of Wal-Mart and the approved Kalama Redevelopment Plan {the implementation of which will significantly impact the study area}, the Passaic Street Commercial Corridor is primed for re-branding and growth.

“Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it's the only thing that ever has.”

Margaret Meade

I. Introduction



The City of Garfield is located twelve miles west of New York City, ten miles north of Newark, four miles south of Paterson and across the river from Passaic and Clifton. Residents and stakeholders of Garfield are proud of their heritage/history, committed to empowering members of the community, proponents of moderate and sustainable growth, advocates of the disenfranchised and embrace the multiple cultures existent throughout the neighborhoods in the City.

The First Ward of the City, however, has experienced physical, and economic evidence of social decline. These issues, coupled with environmental challenges, are evidence of the need for concerted community building efforts. Bergen County Community Action Partnership (BCCAP), the County's designated anti-poverty agency, approached the City to assist in combating the challenges of a neighborhood located in the First Ward. In order to accomplish this task, BCCAP felt that it was imperative to examine the land use, social, housing and commercial planning needs of the 29-block area and subsequently develop a neighborhood revitalization plan for the community.

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The Garfield Neighborhood Revitalization Plan (herein referred to as “The Plan”) is a guide for future development and rehabilitation of the community. Monroe Street (N), Passaic Street (S), Atlantic and Midland Avenues (E) and River Drive (W) bound the study area. The neighborhood plan is intended to serve as a resource to resolve the problems identified by residents, stakeholders, and elected and administrative officials.

It contains goals, objectives and recommendations that were derived from formal and informal dialogue and information sessions with members of the Garfield community.

Throughout the planning process, residents and stakeholders articulated various challenges and a series of opportunities in their community. Subsequently, residents and stakeholders brainstormed about priorities that could expedite the revitalization of their community. Those priorities included:

1. Community building and development
2. School safety, walkability and vitality
3. Land use changes
4. Economic development
5. Riverfront redevelopment
6. Railroad and station safety, and
7. Storm water management strategies

Among the issues identified as negatively impacting the community were:

- The lack of an identity evidenced

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by the absence of any formal or understood name for the community among residents and stakeholders.

- The need for affordable housing evidenced by more than a third of residents spending more than a third of their household incomes on housing costs.

- The existence of a fragile downtown corridor that negatively impacts the economic and social fabric of the community. This phenomenon also decreases the re-circulation of disposable income in the community.

- The need for open and/or recreational space to establish a sense of community, host cultural celebrations that are specific to the ethnicities in the community and to attract patrons to the neighborhood to inevitably increase its economic competitiveness.

- A desire for improved transportation options and safety related precautions, as evidenced by the poor condition of the

train platform in the study area, limited parking availability on Passaic Street, and information identified in the City's accident data.

- Improved environmental conditions as evidenced by the NJDEP findings and the unsubstantiated observations and commentaries of the residents in the neighborhood; and

- A lack of community cohesiveness and leadership indicated by the growing conflict between various community subgroups, ages and religious and cultural/ethnic lines.

Although seven priorities were identified during the planning process, the residents and stakeholders emphasized the need for immediate community building and development initiatives.

Specific emphasis was placed on the lack of identity and limited community cohesiveness prevalent throughout the neighborhood. As a result, this Plan provides recommendations and strategies to reverse those negative trends. Additionally, this

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Plan incorporates strategies that reflect the principles of Smart Growth and Sustainable Development, the creation of a walkable neighborhood consisting of mixed-uses and equitable and affordable housing choices, infill development to maximize the land uses in the area while reducing the negative effects of poorly maintained parcels, the provision of incentives that inevitably creates a distinctive/attractive community with a sense of place, preservation of open space and sensitivity to environmental contaminated areas, the provision of a variety of transportation options, and establishment of policies that ensures community and stakeholder collaboration in the decision-making process.

Based upon our preliminary research findings, we felt that the community and its stakeholders would benefit from a neighborhood plan that identifies challenges and opportunities of the study area and recommends tasks that need to be carried out to revitalize the neighborhood. Furthermore, it is our opinion that this neighborhood should focus its preliminary revitalization

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efforts on community building practices in order to recover from its loss of cohesion and sense of place. Shortly thereafter, the following issues should be addressed:

REINVESTMENT IN NEIGHBORHOOD INFRASTRUCTURE including public and environmental safety and security precautions and an expanded transportation network of sidewalks and well-maintained streets to create a safer, more unified neighborhood and to encourage an upward trend in owner-occupied housing.

MIXED USE/PARKING: Patrons and residents can benefit from a mix of vibrant, stable, retail and commercial uses along the Passaic Street and Palisade Avenue (and in the near future, River Drive and Monroe Street) corridors that can be carefully integrated into the area's commercial and residential fabric through compatible buildings and ample parking.

II. Community Input and Data Collection Process



A. PLANNING TEAM STANDARDS AND EXPECTATIONS

In order to address the critical issues that would impact the revitalization potential of the study area, the planning team adopted a planning methodology that would inevitably produce a plan that reflects citizen aspirations and preferences for the future of their community. In our opinion, a broad level of public involvement was deemed imperative in order to develop a plan that would provide continued guidance to elected and appointed officials, municipal employees, residents and neighborhood stakeholders in their efforts to revitalize the study area.

Goal: Conduct an extensive public outreach process to achieve broad community input

- Understand community values and preferences for the area
- Identify strengths, weaknesses, opportunities and challenges within the area
- Achieve broad-based community understanding of the City's plans for this area.

Community Input and Data Collection Process



Goal: Identify issues that impact revitalization activities in the area and understand community opinions regarding:

- Preferred mix of land uses (i.e., retail, office, entertainment, government/civic, schools and education, housing, industrial, community/cultural and mixed-use development.)
- Improvement of the open space systems—large city parks, neighborhood parks, playing fields/courts, Passaic River, community gardens.
- Activities or events—cultural/social/ethnic events, entertainment, recreational activities, community celebrations, and family events.
- Culture and Heritage—community values, historic resources, significant events/resources.

Goal: Develop a reader/user-friendly Neighborhood Plan that will provide implementable strategies and recommend specific actions to foster collaborative partnerships within the community long after we are gone.

- Identify public actions intended to stimulate private investment, improve community cohesion, pride and sense of place.
- Identify principles that would guide future redevelopment efforts.
- Prioritize proposed activities to help focus public actions.

The benefit of this community planning process is that it provided an opportunity for citizen input in the municipal planning process as well as the neighborhood revitalization plan. This provided an important sense of community ownership in the development of a plan and, thus, support for its recommendations. Furthermore, this on-going process of communication among the citizens helped reconcile conflicting views resulting in an agreement on preferred courses of action. It also helped to facilitate inter-governmental cooperation and partnerships to resolve problems.

Community Input and Data Collection Process



Figure 1- Community Flyer

B. ADVERTISING FOR COMMUNITY MEETINGS

The Community Meetings were advertised through the local media including the City website and cable access channel, at local churches, the Public Library, Boys and Girls Club, Garfield Recreation Center, as

well as through the use of flyers that were distributed to every accessible mailbox in the study area. Additionally, colored posters were displayed in storefronts and at Public School #6, the designated elementary school of the study area. Flyers were inserted in student folders to notify their parents about the meeting. All materials were translated into Spanish to alert the non-English speaking members of the community about the meetings.

C. ENGAGEMENT METHODS

Throughout the year-long dialogue with the residents and stakeholders of the study area, the planning team made many, different efforts to engage the community in the planning process. Nevertheless, the lack of community cohesiveness and engagement did somewhat compromise the level of public participation. Still, three (3) community meetings, eight (8) focus group sessions and forums were established in order to ensure ongoing resident, stakeholder and local government participation. Additionally, the planning team conducted

Community Input and Data Collection Process



interviews, distributed questionnaires to residents at community events, business owners and other major investors in the study area. In-person and telephone interviews were also held in order to determine issues of importance and outstanding challenges that should be immediately addressed.

D. MEETINGS

- **Focus Group Meetings:** The purpose of the focus group meetings was to gather qualitative information from community members about the perceived challenges and assets in the study area. All meetings were organized by topic area. During each meeting, the planning team presented an

overview of the existing conditions, asked strategic questions specific to the group members and suggested roles that participants could undertake in the implementation of the neighborhood revitalization plan. District leaders, members from civic associations, representatives from the health-care and educational industries, business and religious leaders, youth group members and residents participated in focus group sessions. The aforementioned groups shared their perceptions of the study area. Subsequently, the planning team facilitated discussions about ways to combat the existing physical, social, environmental economic, and/or recreational impediments that plague the community. Dialogues and strategies concerning ways to foster collaborations with other groups and to further develop community assets were also established during the meetings.

- **Community Meetings:** The purpose of the community meetings was to garner information from residents about the physical landscape and character of their neighbor-

Community Input and Data Collection Process

hood. The extensive outreach efforts produced an average turnout of 25-40 people for each of the public meetings. The meetings commenced with introductions and an illustrative presentation summarizing the findings of the planning team. Additionally, an outline of the objectives necessary to address priority issues was presented at the meetings in order to determine the existing level of local support and commitment to the effort. The presentations were followed by “break-out” group discussions on the material that was presented that evening. Each group was asked to “report back” what they discussed so that their concerns and goals could be considered when developing the Neighborhood Plan.

The meetings focused on the following topics:

- First Community Meeting - “Understanding the Issues and Opportunities”
- Second Community Meeting - “Review the Preliminary Findings and Plan Alternatives”; and
- Third Community Meeting - “Review Neighborhood Plan”

Ultimately, this Neighborhood Plan was en-



riched by dedicated stakeholders - including residents, youth organizations, civic institutions, religious leaders, businesses, and City Hall officials - that readily gave of their time, wisdom and passion for their neighborhood. To maintain this momentum, BCCAP began soliciting volunteers for a Plan Implementation Steering Committee at the third Community Meeting. This Plan is therefore a Plan BY the Community FOR the Community. The intent of this Committee is to identify additional members of the community who will assist with moving the recommendations identified in the plan forward. This committee will form a collaborative relationship with local government, religious institutions and nonprofit agencies.

III. Study Area Overview



Map 1 - Aerial Map with the Study Area Boundaries

This section of the Plan provides an overview of the study area, and explores conditions, issues and challenges, and opportunities related to the following themes:

- Social and political capital
- Housing and social services
- Economic development
- Environment and open space issues

The study area is in the southwestern section of the City of Garfield's First Ward. It is bounded to the west by the Passaic River, to the north by Monroe Street; to the east by Atlantic Avenue, Commerce Street, Lincoln Place, Harrison Avenue and Marsellus Place; and to the south by Passaic

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Street. Properties on both sides of the boundaries (except on the eastern border) are considered part of the study area.

The area is an urbanized 29-block neighborhood along the Passaic River in the City of Garfield. Most of the area is residential, and much of the housing is composed of two and three-story multi-family houses developed in the early and middle parts of the 20th century. Two parts of the study area have a more industrial character -- River Drive, which until recently had a chemical plant at its point of intersection with Monroe Street. The structure on the site has been demolished and will be replaced by a proposed commercial development {Note:

The Kalama Redevelopment Plan¹ actually calls for ONLY limited “residential development that does not add to existing pressures on the school system.”} and a section along Midland and Atlantic Avenues that contains auto repair and storage facilities.

Passaic Street is the primary retail corridor in the study area. It consists mostly of mixed-use buildings (i.e., retail on the ground floor and apartments above), many of which do not have dedicated parking.

¹In 2000, the City’s Planning Board approved the Kalama Redevelopment Plan which established the former chemical plant site as a Redevelopment Area. Since that time, a developer was selected and the structure on the chemical plant and ancillary structures were demolished. The proposed land use on the site will consist of a mixed-use (i.e., commercial and residential) development.

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The study area has many points of access to the rest of Garfield and neighboring communities. These include:

- River Drive, a north-south arterial that provides access to State Route 46 to the north.
- Passaic Street, an east-west arterial that provides access to the City of Passaic via a bridge over the Passaic River.
- The NJ Transit train station, which provides access to Hoboken and New York City (through the Secaucus Junction transfer station).

According to NJ Transit, the commute between Garfield and New York City normally takes 40 minutes or less.

In addition to these assets, the study area also contains an elementary school located several blocks from the Passaic River. There are two automobile and pedestrian bridges connecting the study area to the City of Passaic. One is located on Passaic Street and the other is situated on Monroe Street.



Land use, building and housing conditions

Although most of the properties are in what is considered good condition - that is, not in need of repairs, as indicated by an external survey of building conditions, a number of properties throughout the study area are in need of some or extensive repairs. This indicates a lack of investment by property owners.

According to the 2000 U.S. Census there were 875 housing units within the subject area. Of these, just over 96% were occupied. Of the occupied units, most were renter occupied (68%) while 32% were

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owner occupied. The split between owner and renter occupied was relatively consistent for the City of Garfield (40% and 60% respectively) while for Bergen County it was 67% and 33% respectively. Between 1990 and 2000 there was an increase of 10% in the number of occupied, while the number of vacant units decreased by the same amount. Among the units vacant throughout the study area, the majority (65%) were awaiting rental.

The survey, which was conducted by the planning team during February 2010, found a variety of use patterns throughout the study area. Specifically the survey found the following breakdown of uses:

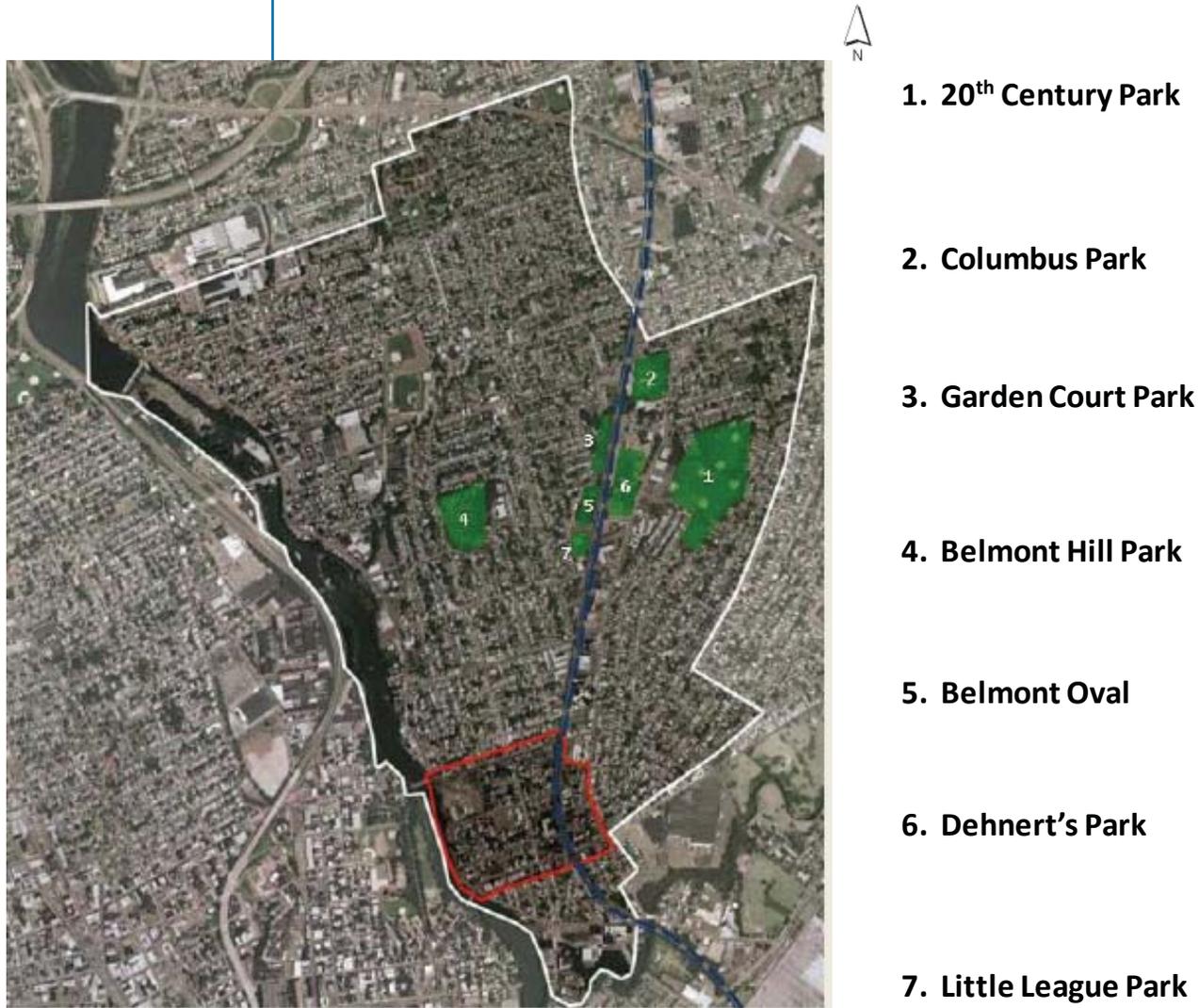
- Residential: 70.7%
- Mixed Use (Commercial/Residential): 8.1%
- Commercial: 6.8%
- Institutional: 4.1%
- Industrial: 3.0%
- Vacant: 5.4%
- Parking: 1.6%
- Open Space: 0.3%

The spatial distribution of land uses was

such that commercial uses were concentrated primarily along Passaic Street, River Drive and to a lesser extent, on Monroe Street. Industrial uses were concentrated adjacent to the railroad tracks, while residential uses were concentrated on the interior blocks. Of special note, is the lack of open space in the study area.

There are eight sites known to be contaminated with chemicals. These sites are located primarily along Monroe Street, River Drive and Atlantic Avenue. Only a small number of existing buildings are vacant, according to initial, informal surveys. This is a positive sign, indicating that there is evidence of market demand - that is, that the area is attractive to renters, property owners and businesses.

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Map 2 – Mapping of Garfield municipal parks. Note that while Garfield does have several parks, and some of them recently modernized, there are none in the study area.

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Map 3 – Land Use Map created based on field surveys conducted in 2010

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Demographic and social conditions

The study area is an ethnically diverse area of less than 2,500 people, a significant number of whom are of moderate and low incomes. Like other parts of Garfield, the study area is largely made up of European or Latin American immigrants (and their descendants), and African-Americans who have migrated from denser cities, such as Paterson.

According to the 2000 U.S. Census, there were approximately 2,358 individuals living in the study area. This represents a 13% in-

crease over the area's population in 1990. The magnitude of this increase is relatively consistent with that of the City of Garfield which saw a 10% increase over the decade. The increase however, was double that experienced by Bergen County as a whole. This increase was disproportionately distributed across the study area. While there was a population increase of almost 21% in Census Tract 216 - Block Group 4, Tract 215 – Block Group 4 actually experienced a decrease of 1.5%.

The population distribution by age is relatively consistent with that of the City and County. The population pyramid shows the largest segment of the population falling within the 20-44 and 45-64 age groups. These segments encompass the majority of residents that make up the community's work force. The size of this segment of the population is traditionally an indicator of a community's economic vitality, with the relatively high unemployment currently being experienced. However, it can be an indicator of the opposite situation. The proportion of the population

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made up of children and senior citizens is relatively small and consistent with that of the City and County, with the proportion of the population under 19 years old being slightly higher in the study area (28%) than in the City and County as a whole and the portion of the population 65 years old and over slightly lower (11.7%) than that in the City and County.

Racially, the composition of the neighborhood is relatively homogeneous, with the majority of residents describing themselves as being white. According to the 2000 U.S. Census, 75% of the area's residents described themselves as white, with those identifying themselves as black or

African American and Asian accounting for approximately 4% of the population each. However, the community is ethnically diverse, with a significant number of residents from various communities in Eastern Europe and Latin America. Current, exact data about the ethnicity and national origins of residents is unavailable. However, through site visits we observed a large Hispanic population in the study area.

According to 2000 Census data and reports from religious leaders, there is a significant amount of hardship among some residents of the study area. The 2000 U.S. Census found that over a third (35%) of owner-occupied units reported paying 35% or more of their monthly household incomes on housing costs. This was slightly higher than the number for the City as a whole and the County, where 31% and 23% respectively of the occupied units reported a similar burden. For renter occupied units, renters in 36% of rental units in the subject area reported spending 35% or more of their monthly household income on housing

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costs. This actually represents a slight decrease (2%) from the level in 1990. These figures indicate that a significant number of households in the subject area are having difficulty in meeting their monthly housing costs.

More information on building, housing and demographic conditions is available in the “Neighborhood Study Area Data Book Summary”, prepared for Bergen County Community Action Partnership in March 2010.

Additional quality of life issues

Some Garfield residents said they have felt somewhat unsafe or uncomfortable in the study area. Among the reasons: groups of young people who tend to gather in front of stores and seem to wander around the neighborhood.

Some residents reported significant tensions in the study area between long-term and short-term residents, and between

people of different ethnicities. While such tensions are common in ethnically diverse communities with a significant number of short-term residents (i.e., those who live in the area for only a few years, at the most). Those tensions can create a level of discomfort and risk about the area that makes it harder to attract businesses and the type of residents and property owners who want to invest their time and money in the neighborhood.

As we are seeing in communities like Plainfield, NJ and the Port Richmond neighborhood of Staten Island, divisions can lead to more crime and violence in difficult economic times. In these areas, which are



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predominantly African-American and Latino, there has been a reported increase in robberies and attacks on Latin American immigrants. Around the United States, there are increasing tensions in predominantly White communities with growing and more visible Muslim populations.

Finally, some religious leaders familiar with local food pantries and other social services in the area say that there are a significant number of impoverished residents in the study area.

Commercial and economic conditions

In the 20th Century, the study area developed as both an industrial and auto-oriented corridor (along River Drive and the railroad tracks), and a neighborhood for moderate and middle-income households. A large number, if not most, of the housing units were built with less parking than would be expected for middle income households in today's economy. (Today's standards for inner-suburban communities such as Garfield



are at least one parking space per household for one to three-family units. Driveways provide room for additional parking, which is often needed for two-income households as more jobs in New Jersey move away from established mass transit routes.)

The study area has an unusually diverse array of commercial and religious uses for such a densely developed location.

Of 92 properties developed for uses other than housing:

- *13 are industrial (manufacturing, repair or storage)
- *13 are professional services (tax, accounting, legal services)

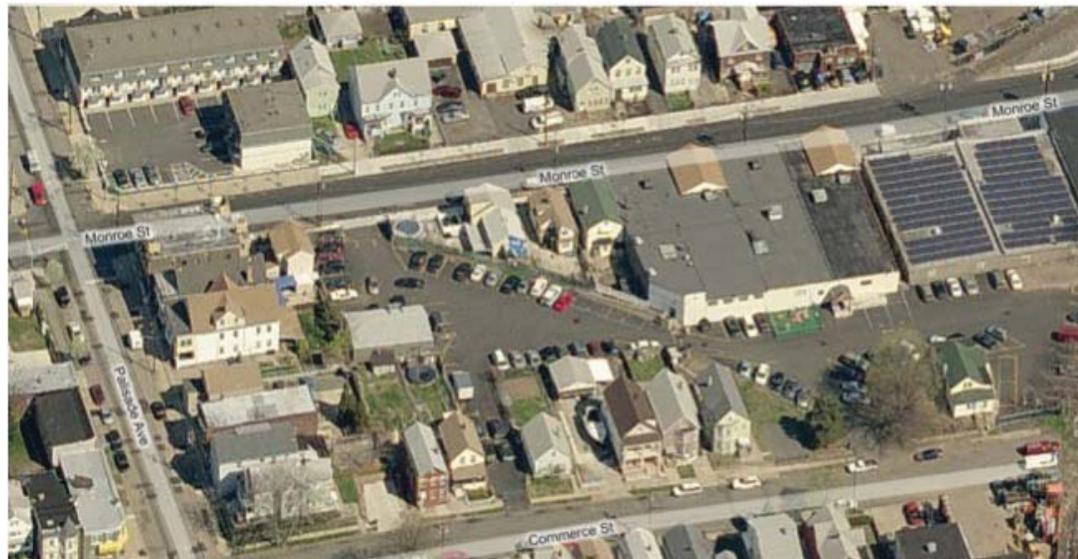
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- *10 are religious institutions
- *9 are personal services (such as grooming or spas)
- *8 are health and social services (such as medical offices)
- *8 are auto-related (sales, repair, or storage)

There are also a scattering of restaurants, small grocery stores and delis, and other retailers. The latter group would be most affected by the presence of the Wal-Mart on Passaic Street.

Passaic Street, the area's main retail corridor, was developed largely for shoppers who walked to the stores. As with much of the housing elsewhere in the study area, several of the commercial properties appear to have been built without exclusive off-street parking.

Today, there are wide varieties of off-street parking configurations, including street-front lots paved for parking, small parking lots in the back of properties, and parking along the street-front portions of properties that may have originally been developed as com-



Study Area Overview



mercial properties. A survey in early 2010 revealed few vacant properties along Passaic Street, a positive sign of market demand in a weak economy.

Mismatched parking configurations can have a significant detrimental effect on pedestrian retail corridors. Shoppers are willing to walk farther and spend more time - and therefore more money - in shopping areas that are seen as aesthetically pleasing and safe. Street-side parking lots that appear to be randomly located interrupt the architectural flow of the corridor, and create voids that appear unsafe.

River Drive is an auto-oriented corridor, with the types of uses and urban design normally

found on highway service roads. Travelers along River Drive and nearby properties on side streets are likely to find auto dealers, gas stations, vacant land and storage and, a riverfront bank building with a drive-through. Retail properties tend to be set back from the road, with the front areas reserved for parking. One of the results of this orientation is that, from a design and environmental psychology standpoint, the study area appears disconnected from the Passaic River.

The presence of a number of commercial properties in fair to poor condition, as well as pockets of vacant land and street-front parking on pedestrian-oriented streets indicates a significant amount of underutilization. In other words, a significant number of property owners are not fully investing in the properties. When local market conditions are strong, commercial property owners tend to build close to the extent allowed by zoning, maintain their properties to retain and attract high-quality tenants, and build on vacant lots. While vacancies may be a sign of a weak regional or national economy, vacant properties, underutilized properties, and buildings in fair or poor conditions demonstrate a long-term lack of confidence by de-

Study Area Overview

velopers, investors and property owners. Along Passaic Street, the City has engaged in *streetscaping* to beautify Passaic Street. There are period streetlights and decorative sidewalks.

Finally, the study area is within a few blocks of the Wal-Mart hypermarket, which opened in August 2010. The 142,000 square foot facility contains the kind of goods found in department stores as well as groceries and pharmacies. The Wal-Mart employs about 500 people, which could create more housing demand throughout Garfield.

Environmental conditions

From an environmental standpoint, the most significant feature of the study area is the presence of the Passaic River on the eastern border. The River Drive corridor was developed for industrial and auto-related uses, as well as some housing and retail. There does not appear to be any active recreational activities along the river in the study area.

Another key environmental feature is the scattering of known *brownfields* in the study area. The term “brownfield site” means real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant. The New Jersey Department of Environmen-

Table 1- Brownfield Sites

NJDEP LIST OF KNOWN BROWNFIELDS IN THE STUDY AREA

	Street Address	Land Use
1.	103 Monroe Street	Residential
2.	43 Monroe Street	Institutional: Albanian American Islamic Center
3.	45 Monroe Street	Commercial: Garfield Getty
4.	262 Midland Avenue	Commercial: Century Automotive
5.	19-35 Atlantic Street	Commercial: Garofalo Brothers
6.	271 River Drive	Industrial: Ravi Oil Inc.
7.	290 River Drive	Industrial: Kalama Chemical Inc.
8.	20 Passaic Street	Commercial

Study Area Overview



Kalama Site

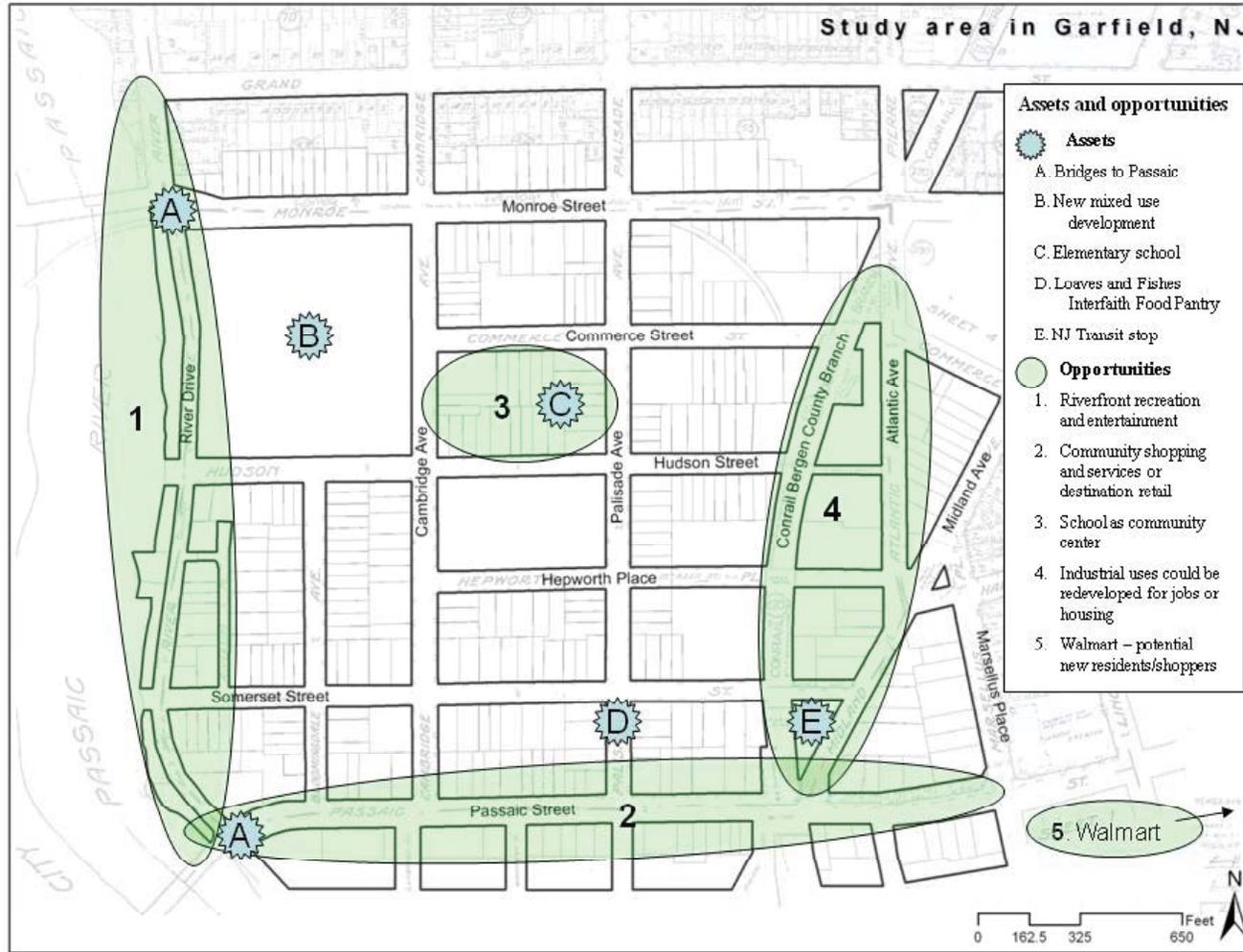
tal Protection Site Remediation Program identified *brownfield* sites listed in Table 1.

Garfield is a participant in a program sponsored by the Federal Emergency Management Association known as the Communities Participating in National Flood Program. The last flood map recorded for Garfield was completed in September 2005.

There appears to be some evidence of groundwater pollution in some residential properties. Groundwater tests were conducted in 35 homes. The purpose of the investigations was to determine if hexavalent chromium in groundwater was impacting the interior of residential basements, causing an increased exposure potential to residents. The report found that there were high levels found from basement floodwater that could pose health risks.

A groundwater test was conducted at the elementary school. Though it found evidence of hexavalent chromium in the groundwater, an April 2010 report from the New Jersey State Department of Health and Senior Services found that the levels were not high enough to negatively cause a short term or long term risks to students.

Study Area Overview

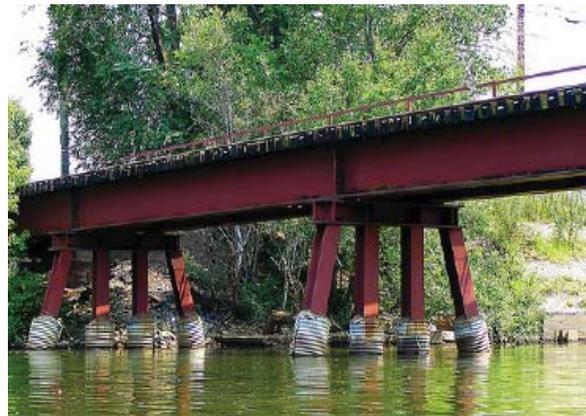


Map 4- This Asset and Opportunity Map highlights the major opportunities in the Study Area to leverage existing assets to revitalize the community. A common theme throughout the planning process was asset leveraging; taking full advantage of the significant assets in the Study Area to realize the amazing revitalization potential in this community. Despite the challenges referenced in the following section, the study area has an enviable number of community assets and is therefore well positioned for the successful implementation of this Neighborhood Revitalization Plan.

IV. Assests, Opportunities and Challenges

".... I kept walking and arrived at the Monroe Street bridge. That's when it hit me! In the meeting, we kept mentioning how Garfield has two main points of entry, the Monroe Street bridge and the Passaic Street bridge. The bridges are sort of a "gateway" to our community. Then I looked at the river which pretty much runs along the whole town. So I came up with the name.....The River Gate Community...."

A resident



A) Social and political capital: Challenges and opportunities

Challenges

One of the most striking findings of the team's work is that the study area does not appear to have a name. (Of more than 40 people interviewed for this plan, none was aware of the study area having a name.) Yet having a name gives an area an identity, and is a first step toward building a sense of community. One of the best examples of this is the Tribeca neighborhood in Manhattan. Once an anonymous collection of old industrial and dilapidated residential buildings, the area was named by New York City planners in the 1970s as part of a revitalization strategy. (The TRI-angle BElow CANal Street - Tribeca.) Forty years later, Tribeca is recognized in the film and fashion world, as well as among visitors to New York City, as a must-see neighborhood, like SoHo.

Assets, Opportunities and Challenges

The lack of a name might reflect the transitional nature of the area. Based on interviews, the study area has a high degree of short-term residents, as well as residents who moved from other countries and different living environments (for example, residents who moved from inner-city areas of Paterson to the more suburban landscape of Garfield). Another potential contributor to this lack of neighborhood identity is the fact that many of the residential property owners appear to live outside the study area.

The study area also appears to lack local leaders -- residents, business owners, or people of influence who can bring together neighbors, promote visions and plans, be liaisons for potential stakeholders and investors, and represent the interests within a community to the City and regional institutions. Leaders also provide the stewardship to see through the completion of plans and to temper frustration and anger when unforeseen circumstances pose new challenges to stakeholders.

For these reasons, any community planning effort in the study area should begin with a community organizing effort. Local leaders need to be developed to increase the likelihood that major initiatives are completed, and to better align the work of regional institutions such as BCCAP with the changing interests of residents.

In the 19th century and through the mid-20th century, local religious institutions were often catalysts of community revitalization. Since then, as congregants of many religious institutions moved away from their places of worship, and smaller institutions lost members, ecumenical organizations and faith-based community organizations have taken the lead in place-based strategies. Unfortunately, there appears to be no ecumenical organization or faith-based organization in the study area with the capacity to lead comprehensive community revitalization efforts.

Another key challenge for building social capital is the lack of a defined gathering

Assets, Opportunities and Challenges

space that could be seen to be “owned” by the majority of the residents in the community. While religious institutions often have basements or fellowship halls, these tend to feel owned by congregants. In the study area, there is no religious institution that serves a majority of community members. Schools can also provide gathering spaces, but in practice the use of schools tends to be formalized and restrictive, reducing the sense of ownership in the community (especially among residents who do not have children in local schools.) Park spaces and plazas can also serve this purpose, but the study area is lacking in both.

Opportunities

There are a number of institutions whose work serves residents of the study area. These institutions, working together, could begin the process of identifying and recruiting potential leaders. These stakeholders could develop their leadership skills by building a vision, and setting of goals for the study area, and working with planners

and others to implement the vision.

Among the institutions that can be catalysts are:

- Bergen County Community Action Partnership
- A collaboration of religious institutions such as
 - Calvary Baptist Church
 - Friendship Baptist Church
 - Holy Trinity Evangelical Lutheran Church
 - Most Holy Name Roman Catholic Church
 - Zion Lutheran Church
- Boys and Girls Club of Garfield
- Garfield YMCA
- Public School #6
- Mayor and City Council Members

Wal-Mart has already demonstrated a willingness to support the Garfield community. It has given \$20,000 to various community groups. Store directors should be invited to be part of revitalization efforts for the study area.

Redeveloping the riverfront lots along River Drive can create community space to pro-

Assets, Opportunities and Challenges

mote community building. The proposed plaza that located at the Kalama Redevelopment area² could serve as a location to provide space for community building activities.

B) Housing and Social Services: Challenges and Opportunities

Challenges

Because more than a third of households pay more than a third of their income in housing costs, there is a significant need to make housing more affordable. Vouchers and other forms of subsidy can provide some assistance. Another common solution is to increase the density of housing units in the area to encourage developers and property owners to offer housing at lower costs. A related strategy is to encourage mixed income housing, through which developers are willing to offer housing units at below-market rates because they make their desired profit margins from housing oriented to higher-end consumers.

There are several challenges to pursuing

this approach in the study area:

- Because there are no large areas of vacant property, existing residents and perhaps some businesses would have to be relocated to construct buildings of enough size to make developers interested in building quality affordable housing.
- A gentrification strategy might be needed to attract the higher-income households whose rents could subsidize lower-income households. This would mean promoting stores, restaurants and other types of economic development along River Drive or Passaic Street that would be attractive to wealthier residents but inaccessible or intimidating to some current residents. But if left unchecked, gentrification could spread to interior streets, reducing the overall availability of affordable housing units and creating even more tensions.

²The Kalama Redevelopment Area is located on the corner of Monroe Street (N), River Drive(W), Cambridge Avenue (E) and Hudson Street (S).

Assets, Opportunities and Challenges

- It is not known whether residents of Garfield would welcome mid- or high-rise residential buildings. According to one religious leader familiar with the area, some residents have expressed concerns about the behaviors of young people who moved from Paterson. Developing properties at a higher density might allow critics to stoke suburban fears about cities -- such as higher crime, gangs, and 'undesirable people.'
- An engineering study should be conducted to determine whether there are significant constraints to building residential buildings at higher densities or heights. Because the Passaic River is so close to the study area, flooding and the pooling of water could be an issue with too much development.
- The presence of groundwater contamination could pose health risks to current and future residents, and significantly increase the costs of redeveloping or renovating properties.

Another challenge in attracting higher-income residents is the lack of off-street

parking available in some of the multi-family housing units. This could be addressed in part by trying to attract the kind of renters and property owners who would be attracted to Hoboken or Jersey City. But again, it would require a gentrification strategy to attract residents to move 30 minutes further away from New York City.

NOTE: This report is neutral about gentrification. While attracting higher-income households can bring more resources to an area, there are other ways that the standard of living in the area can be enhanced. The authors recognize that with more urban areas becoming gentrified and growing, job areas are largely inaccessible to two-income households without two cars; There is a need for places like the study area, where immigrants and strivers can build their resources to reach and sustain higher standards of living.

A number of religious institutions periodically sponsor social service programs (i.e., Food Pantry, etc.) for members of the community although a majority of their

Assets, Opportunities and Challenges

congregants commute from neighboring cities and towns (i.e. Passaic). The Loaves and Fishes Interfaith Food Pantry is quite active. However, during focus group sessions with religious leaders, we received feedback and comments that the large transient population underscores the lack of human capital and investment available in the community. More specifically, the lack of cohesiveness coupled with a housing stock catering to needs of mixed income population negatively impacts social and housing investment in the area. Furthermore, without these basic components, the commitment level required to serve residents and inevitably revitalize the neighborhood remains absent. Additionally, one of the more common complaints the planning team heard from Garfield residents was about the uncontrolled presence of young people who gather in groups in the study area. Data did not exist to substantiate the alleged loitering. However, this activity is generally a result of the of the following: 1) A lack of recreational or open space activities, 2) Uncomfortable housing conditions that encourage

people to spend more time outdoors, or 3) The establishment or protection of territory (for gang or crime-related reasons.). Consequently, while data did not indicate a lack of formalized institutions that cater to the social and human capital needs of non-profit agencies, members of religious institutions and civic agencies discussed the need to forge symbiotic relationships with many community resources and organizations in order to successfully revitalize the community.

Opportunities

There is some evidence of interest by developers in the area. The concept plan for the Kalama Redevelopment Area, referenced earlier, envisions two 30,000 square foot commercial buildings along River Drive, below grade parking facility, a one-story commercial building along Cambridge Avenue, surface parking, and a Plaza on the 6.83 acre site. It is too early to determine whether this development will have a ripple effect in the community. Other opportunities for new housing might be found in larger properties along Passaic Street and near the NJ Transit station.

Assets, Opportunities and Challenges

There are many opportunities to increase social services. Among them:

- Using vacant commercial properties along Passaic Street and other streets in the community as drop-in locations for health, social, and childcare services.
- Making the elementary school available in the evenings as a community center, where adults can gather for community building activities or take classes.
- If the riverfront properties were combined and turned into a park, the area could provide more recreational services, be a center for community building activities, and be a gathering station for emergency workers and evacuees in case of emergencies.

C) Economic Development: Challenges and Opportunities

Challenges

The weak economy - and especially its impact on low and moderate-income people -- makes any kind of economic development in the study area a challenge. Other



challenges include:

- The presence of brownfields at or near developable properties hinders redevelopment. Cleaning the brownfields increases the costs to property owners significantly, and discourages them from redeveloping their properties.
- The architectural character and urban design of Passaic Street and River Drive are not distinctive, which makes it more difficult to attract shoppers and the businesses that want to serve them.
- While the presence of young people in groups does not always detract shoppers, the absence of other shoppers and a negative image of a retail corridor make the presence of such young

Assets, Opportunities and Challenges

people more noticeable and intimidating, especially to women, adults with children, and seniors.

- Although the study area has many of the qualities of city neighborhood, the total disposable income in the area is likely less than it would be in a dense city. This makes it more difficult for the study area to attract even the kind of stores targeted to lower and moderate-income consumers, such as C-Town supermarkets or dollar stores.
- There are few large properties immediately available for redevelopment, especially along River Drive, which has strong potential for the type of destination retail, restaurant and entertainment uses that are missing elsewhere in the study area.
- The existing retail in the study area does not fully represent the demographic diversity in the area, which could make shopping areas less attractive to study area residents.
- Wal-Mart's presence would discourage the development of supermarkets, pharmacies and other types of retail -- unless those uses could provide a significantly

distinct environment, or sets of goods and services.

Opportunities

The study area has a number of comparative advantages, as well as opportunities generated by the presence of Wal-Mart. Among these are:

- The bridges at Monroe and Passaic Streets make businesses in the study area more accessible to City of Passaic residents. Urban design, signage and marketing could help increase the number of Passaic shoppers in the area.
- The presence of Wal-Mart will generate more traffic along Passaic Street, and the presence of 500 more workers in the area will create opportunities to generate new customers for area businesses.
- If the riverfront properties along River Drive were redeveloped for open space and recreation, more people would be attracted to the area, thus making the properties on the other side of River Drive more commercially valuable. Low-intensity uses such as auto sales could be redeveloped for restaurants, clubs or small stores.

Assets, Opportunities and Challenges

- As a result of frequent visits to the neighborhood by the planning team while conducting field investigations, site surveys, meeting advertisements and community engagement sessions (i.e., community and focus group meetings), we found that the neighborhood is ethnically diversified. The level of diversity in the study area creates opportunities to generate successful multicultural retail. This would provide experiences, goods and services that Wal-Mart and other retailers targeting general audiences would not be able to match.
- High density housing in the area and in neighboring communities can help support small retailers in the study area. However, owners of specialty businesses (such as boutiques or ethnic food stores), restaurants and entertainment uses will likely want to draw from the regional shopping base to invest in the study area.

D) Environmental issues: Challenges and opportunities

Challenges

- Groundwater contamination and the presence of brownfields can present health

risks to area residents.

- The lack of design and psychological connections between the residential and business areas of the study area and the Passaic River likely reduces the motivation for stakeholders to be stewards of the area.

Opportunities

- A long-term commitment by Garfield leaders and leading institutions - in partnership with residents and businesses -- to address groundwater contamination and brownfields in the area could spur more environmental awareness and stewardship in the study area.
- The riverfront lots along the Passaic River can be redeveloped for open and active recreation, and perhaps for water recreation. The latter should be explored further in any site planning along the Passaic River.

V. Strategies and Action Steps

PRIORITY 1:

Community Building and Development



Each of the primary issues identified throughout this report as impacting the neighborhood, speak to the need for comprehensive community building to develop the foundation upon which other areas such as economic development and environmental issues can be addressed. Hence we have prioritized Community Building as an intervention to bring about marked change in this community across the spectrum of issues and challenges identified.

Community Building strategies are intended to:

- Empower communities to become self-reliant and sustainable by building up its people, preparing their leaders and residents to eventually care for their own communities and be capable of helping others as well.
- Teach and reinforce the concept that the major ingredient for success comes from building the community.
- Support committed community builders in their efforts to build relationships with the residents and organize them for self-

governance and self-sufficiency.

- Develop a greater level of social cohesiveness and resident confidence in the community.

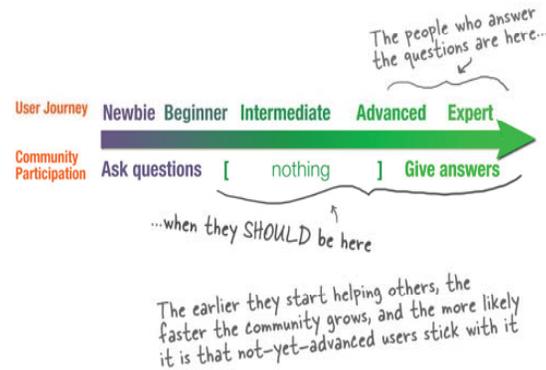
Goal 1: Develop an engaged and cohesive community.

Strategies

1. Begin with the creation of Block Associations.
2. Conduct community training sessions on developing block groups. A good mechanism for doing this is to link it to the development of a neighborhood watch program – in partnership with the



Building a User Community



Police Department. Neighborhood watch groups are often the impetus for the creation of block groups.

3. Identify potential leaders from all levels of the community to be “block captains” to spearhead group formation on their block.
4. Develop a short-list of desirable activities for the Block Associations: (i.e. Host a block party or develop a Neighborhood Watch or host Spring and Fall Clean-Up events).
5. Build Pride through such activities as a garden or window box program. Give **Good Neighbor Awards**.

6. Develop a name for the community. Place naming helps to build ownership and motivates people to conceptualize their vision for their neighborhood or work place.
7. Engage! Attend public City Council meetings, Board of Education Meetings, Planning Board/Zoning Board of Adjustment meetings to keep abreast of what is going on in the community as far as development is concerned.

BCCAP has agreed to initiate this very important Community Building process.

Goal 2: Build and strengthen community capacity.

For any community building strategy to take hold and be successful, there must be the ability to build upon any ground that has been gained and ensure that the “capacity” is there to do so. Despite the number of community based organizations that now exist in the Garfield community, none individually have the capacity or mandate

Community Building and Development

of mission to tackle some of the most pressing issues facing the community. Thus, the creation of a community-based organization whose sole purpose is to address these and other community-wide issues is recommended. BCCAP could certainly serve in this capacity.

Like a Community Development Corporation, BCCAP could serve as the lead entity for the implementation of the Neighborhood Plan. A Community Development Corporation, or CDC, is a broad term referring to IRS 501(c)(3) tax-exempt not-for-profit organizations incorporated to provide programs, offer services and engage in other activities that promote and support community development. CDC's usually serve a geographic location such as a neighborhood. They often focus on serving struggling neighborhoods. They can be involved in a variety of activities including economic development, education, community organizing, and real estate development - particularly affordable housing development.



Community Building and Development

The main goal and objective of the CDC is to ultimately improve the lives of the residents in their communities, in any and all ways in which they are able to have an impact.

Strategies/Action Steps

1. Build a better understanding of the needs of the community (This report provides such insight and is based on extensive community input). This understanding will be the basis for developing the mission of the prospective organization.
2. Establish a steering committee comprised of community residents, business owners from the area and school officials.
3. As a group, develop a set of attainable goals that will provide a guide and checklist to the accomplishments or your organization in its initial year of operation.
4. BCCAP should establish a Community Development Corporation (CDC) subsidiary or neighborhood stewards can form a Community-Based Organization (CBO) that will work closely with BCCAP in order to ac-

complish the goals/objectives articulated in this Plan.

5. The CDC or CBO will initiate activities that will increase the community's confidence and efficacy. These programs will also empower the community and establish its leadership development and problem solving capacity.

6. Develop a set of by-laws (i.e. Rules of the organization) and elect a board of directors.

7. File articles of incorporation. While it is not necessary to incorporate in order to have a functioning organization and achieve your goals, incorporation is necessary to file for IRS 501(c)(3) (tax exempt non-profit organization) certification. This will be crucial in securing funding to support the organization.

Case Study – Twin City Community Development Corporation

The screenshot shows the website for the Twin Cities CDC. At the top left is the logo for Twin Cities Community Development Corporation of Fitchburg & Leominster, MA. To the right is a banner with the text "Welcome / Bienvenidos" and "Building Foundations for Powerful Communities". Below the banner are navigation links: Home | Contact Us, About us | Our Location | Sponsors | Links. On the left side, there is a vertical menu with buttons for: Apartments For Rent, Community Organizing, Community Schools, Economic Development, Home Ownership, Housing Development, How you can help, Mission Statement, Reports & Forms, and Special Events. The main content area features a "Welcome to the Twin Cities CDC" section with the tagline "Building Foundations for Powerful Communities". Below this is the mission statement: "Our Mission: The Twin Cities Community Development Corporation (CDC) is a membership organization led by the diverse resident and business communities of Fitchburg and Leominster. We invest in and organize the residents of these cities to help build assets such as quality housing, good jobs, strong businesses and effective leaders. We envision healthy neighborhoods where residents choose to live, work, and invest, thereby forming a powerful, unified community." This is followed by a paragraph about the CDC's history: "For the past twenty-six years, the CDC has set forth this philosophy by working in partnership with community residents, city government, and local financial institutions to revitalize distressed neighborhoods in Fitchburg and Leominster." The final paragraph describes the current focus: "Our newest focus is to move forward on a plan to revitalize one of North Central Massachusetts more troubled neighborhoods, the areas north of Main Street in downtown Fitchburg. Our plan combines the efforts of many CDC departments – Community Organizing, Economic Development, Housing Development, and Homeownership - to generate a renewed sense of pride and ownership in the neighborhood, in the downtown business district, and in Fitchburg." On the right side of the main content area, there is a search bar for "TwinCities CDC" and three small images: "Support Us" showing hands clasped, a group of people at a construction site, and two workers on a street.

The *Twin Cities Community Development Corporation* in Fitchburg, Massachusetts provides a good example and some guidance as to how the creation of a CDC can serve the community building goals within the Garfield First Ward Study Area. Both towns and communities share some similarities that make Twin City Community Development Corporation’s course of action and experiences transferable. It should be noted that the Twin City CDC case is but one of numerous examples of how CDCs can employ community development and community organizing strategies to tackle the most pressing issues facing residents.

The *Twin Cities Community Development Corporation* (Twin Cities CDC) serves the town of Fitchburg and the neighboring town of Leominster. Established in 1979, the Twin Cities CDC has seen the Twin Cities struggle with a number of challenges, including a slow but steady population loss in the 1990s as the former mill towns saw their manufacturing base evaporate and people drifted away. The Twin Cities CDC is taking a multi-pronged approach to revitalizing Fitchburg that combines community organizing with improving the housing stock, starting with the Elm Street Neighborhood.

Case Study – Twin City Community Development Corporation**Lessons Learned**

1. Elm Street Neighborhood residents have more than just token involvement in planning and implementing changes in their community. They are active partners in establishing a new vision for the neighborhood, and working to achieve it. The landlord registry is an innovative strategy that uses the power of information to improve landlords' care and upkeep of their properties. The community garden is a "feel good" project that builds cohesiveness and is a visible symbol of residents' commitment to creating a better environment in which to live. These projects emerged from residents' concerns and will help achieve their more positive vision for the neighborhood.

2. Residents are willing to engage with the city and with local landlords in order to improve their community. The Twin Cities CDC has helped build residents' capacity to do so effectively. This includes helping residents understand their role and responsibility in effecting neighborhood change, as well as how to reach out to and advocate with the city to make infrastructure and other improvements. The city has been receptive to this and values residents' input.

3. The Twin Cities CDC understands that the key to a healthy and vibrant city is to build mixed-income communities that provide choice and opportunity for all residents. The community organizing the Twin Cities CDC is doing with the Elm Street Neighborhood will help protect diversity by building positive connections among residents through community gardening and other initiatives. It will also help improve the rental stock for all tenants, not just those who can afford the most expensive units. The 31 rental units that are above the Twin Cities CDC's newly renovated office space offer a mixture of prices to attract a diverse population, and help model a mixed-income approach to housing development in the Twin Cities. Finally, the purchase-rehab-resale of foreclosed and abandoned properties financed with HUD's Neighborhood Stabilization Program (NSP-1) funds will also help put good quality housing into the hands of modest income homeowners.

PRIORITY 2:**School's safety,
walkability,
and vitality****Abraham Lincoln School As a Multi-Use
Community Facility**

Community schools build economic, physical and emotional stability among children and families and thus strengthen neighborhoods and communities. The Abraham Lincoln School was scheduled for a major renovation but, unfortunately, the project funding was not approved. Still, community hope remains for this ambitious and necessary investment in the Abraham Lincoln School.



Given the school's role as an integral partner in this neighborhood planning process and community anchor, the following recommendations are offered for consideration in any future plans for this facility:

- The Abraham Lincoln School should maintain its community school model, which identifies the school as both a place and a set of partnerships between the school and other community resources, which benefits students, families and the neighborhood.
- Increase the multi-use potential of the school facility: In this way, the community gains access to costly buildings and spaces to which they might not otherwise have access.
- Leverage the school as a tool to help this neighborhood become more connected to its youth and create opportunities for multi-generational learning.
- Consider hosting non-school users like neighborhood associations, health providers, and recreational programs at the school.
- Given some of the redevelopment initiatives in the area, consideration should be given to potentially accomplishing facility improvements by leveraging private redevelopment opportunities and partnerships with other institutions and non-profit organizations.

School's safety, walkability, and vitality

- In 1969 approximately 50 percent of U.S. children walked or biked to schools; today only about 15 percent walk or bike.
- Childhood obesity has tripled in the past 30 years.
- Parents driving children to schools comprise between 20 and 30 percent of morning rush-hour traffic.

The neighborhood school serves as a catalyst for community building by encouraging and facilitating various social, cultural, and community activities. Thus, the neighborhood school is a melting pot of the academic, social, physical, cultural and community development activities.

A walkable school within a walkable neighborhood is a great asset to the community. Neighborhood schools within a safe, walkable neighborhood serve as a significant "growing up" experience for children. (Walkablestreets.com) In this study area, the Abraham Lincoln School is one of the most significant landmarks. As a neighborhood school, which is walkable from each and every corner of the study area, Abraham Lincoln School is a great community asset and provides enormous opportunities to the neighborhood and its surrounding area.

In order to attain a safe and healthy educational environment and foster neighborhood vitality and sustainability, the school

building and its surroundings should be both physically and psychologically safe. Therefore, the study identifies safety and walkability as major goals which can have significant impacts on health and quality of life of children and residents.

Goal 1: Improve neighborhood vitality and provide more opportunities for physical, social and cultural activities for students and residents.

Strategies

1. Improve and redesign existing parking lot and unused pocket spaces and create play areas and open spaces that can be shared by the school and local residents.



Figure 2 - Open space design example

School's safety, walkability, and vitality

10 Easy Steps for making streets safer for walking to school

1. Rearrange the furniture

Poorly Placed benches, trees and utility poles can become sidewalk obstructions.

2. Mark the crosswalk

Marked crosswalks can improve safety and emphasize the walking path at an intersection.

3. Move the stop line

Stop lines for vehicles are usually painted four feet in advance of each crosswalk. Moving them back a few feet more can improve safety.

4. Timing is everything

Traffic signals should give pedestrians enough time to cross the street. Remember that children need more time than adults.

5. Walking: just to do it

Given the chance, children would rather walk, skateboard, or ride their bikes to school than be driven by their parents.

6. Wait for the green

Prohibiting right turns on red decreases pedestrian conflicts and crashes with turning vehicles.

7. Go on road diet

Re-striping a road can convert car lanes to a sidewalk, landscaped median or lane. Doing this can reduce pedestrians crossing distance and vehicle speed.

8. Count down to safety

Countdown signals let pedestrians know how much time remains for them to cross the street.

9. Let people go first

Pedestrian signals can be timed to give pedestrians five extra seconds to establish a presence in the intersection crosswalk before the light turns green for vehicles.

10. Coordinate the signals

Coordinating closely spaced traffic signals allows vehicles to move more safely and efficiently through an area.

2. Encourage community based programs within the school premises which would build neighborhood vitality and a strong sense of ownership.

Goal 2: Ensure children safety and encourage walkability, and reduce student transportation costs.

Strategies

1. Identify vulnerable areas that can adversely affect children's learning and safety.
2. Landscape and create buffers adjacent to school facilities to ensure children's safety and to buffer the noise pollution.
3. Explore federal and state programs, such as Safe Route School and Helping Johnny Walk to School: Sustaining Communities Through Smart Policy; and apply their principles and guidelines as well as explore funding oppor-



Figure 3 - Traffic calming and buffering

tunities. (see NJ Safe Route to School -10 steps and Safe Route to School Strategies)

Provide traffic calming measures, especially at the intersections and near pedestrian crossings. Treat street crossing and other major intersections with appropriate urban design, traffic calming measures and landscaping to improve neighborhood environment and children's safety.

PRIORITY 3:

Land Use Changes

Much of what we see and can appreciate of the character of the community is directly related to the physical or built environment (i.e. The location and scale of the various land uses throughout the community) . Land Use changes are prioritized here as a means of improving upon the attractiveness of the community as a whole and specifically on key areas like the commercial corridors and in the more sensitive areas where conflicting land uses abut each other. The need for open and recreational space is also identified as critical need within this community.

Land use strategies are intended to:

- Guide development.
- Identify revitalization opportunities.
- Support and protect established development patterns, when and where deemed appropriate.

NOTE: Land use strategies are developed through an analysis of existing conditions; subsequently strategies are implemented via the adoption of a Land Development or Zoning Ordinance by the municipality.



Goal 1: Eliminate or reduce incompatible uses.

Strategies

1. Overlay Zone – Create an overlay zone for the Light Manufacturing (LM) District that permits higher density mixed-use development that is appropriate for the area (i.e., office, loft space, and/or mixed residential-commercial).
2. Buffering – Create better buffers between incompatible uses and enforce screening requirements such as fencing, and shrubbery.
3. Enforce Zoning District standards along the Passaic River to encourage recreational activities.

Land Use Changes

4. Eliminate auto-related uses along River Drive.

Goal 2: Improve Commercial Corridors.

Strategies

1. Update the Neighborhood Retail District Standards to encourage desired development and investment.
2. Develop a Commercial Corridor Plan or a Redevelopment Plan that includes verbiage that the City will not use its Eminent Domain police powers.

Goal 3: Provide more open space/recreation uses.

Strategies

1. Establish zoning standards for parks and open space.
2. Identify underutilized or vacant sites for open space/recreation.
3. Partner with School #6 for communal use of newly designed school outdoor/recreational space.



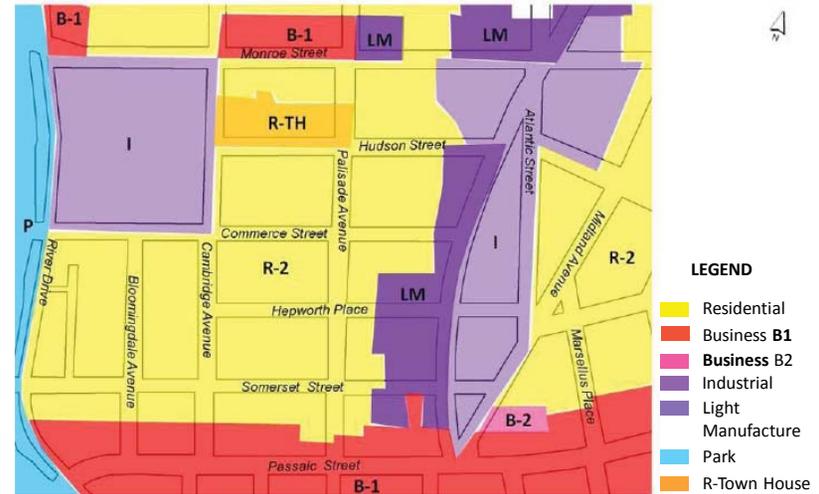
Map 5- Map illustrating potential commercial corridors.



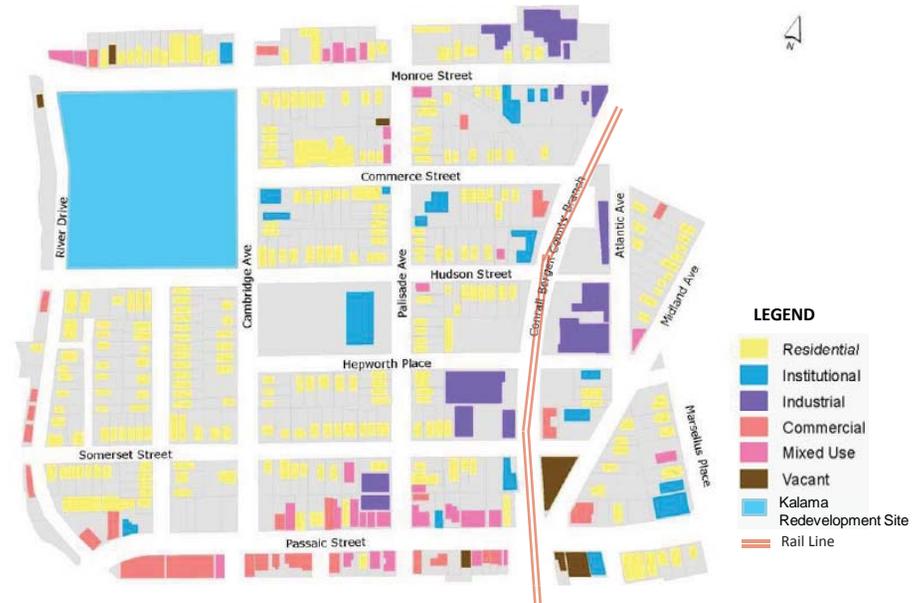
Map 6- Map illustrating potential park/open spaces development areas.

DISPARITY BETWEEN EXISTING LAND USES IN THE STUDY AREA AND THE CURRENT ZONING

- The eastern side of the railway is designated as an Industrial District and the actual uses match that designation.
- On the western side of the railway, however, the zoning designation is Light Manufacturing [LM] and that particular land use has dwindled over the years.
- More importantly, there was a community consensus that the remaining non-residential uses in the LM District should be reconciled with the surrounding residential development.
- At a minimum, efforts should be made to soften the incompatibility between the residential and manufacturing land uses through diligent code enforcement of all screening and buffering requirements for the light manufacturing uses.
- An Overlay District is also proposed to increase these buffering standards and to permit transitional land uses that will reduce the incompatibility between the two uses identified by the purple and yellow shading in the Existing Land Use Map. [Right-Top]



Map 7- Existing Land Uses



Map 8- Current Zoning Districts

Land Use Changes

**LM/MXR OVERLAY DISTRICT
LIGHT MANUFACTURING(LM)/
MIXED-RESIDENTIAL DISTRICT
(MXR)**

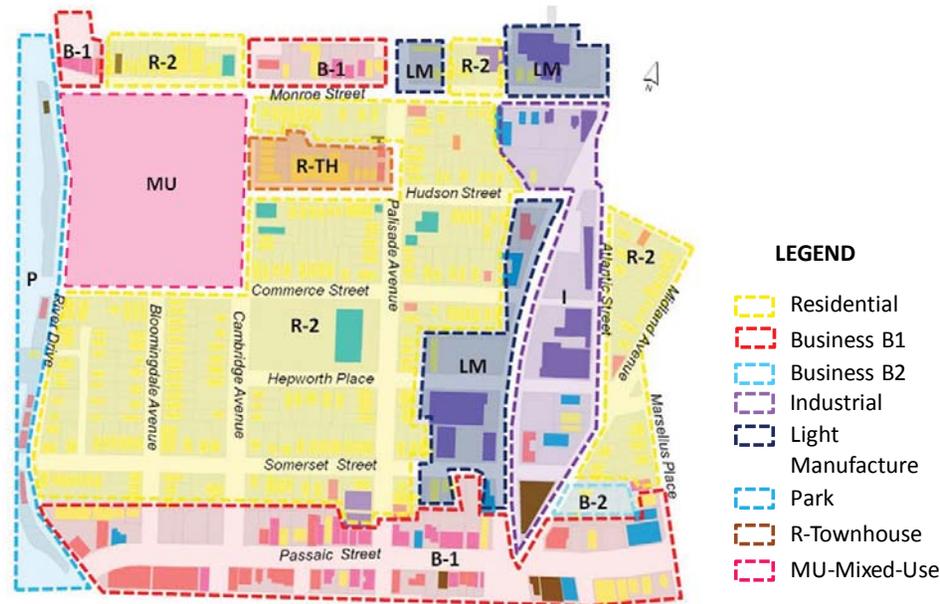
Overlay Districts can be very helpful in addressing special use and compatibility issues that require land use and development regulations in addition to those found in the underlying zoning districts.

Typically, the Overlay Zone District modifies dimensional and use requirements of the underlying zone so new development can be consistent with the context of the new standards.

The proposed LM/MXR Overlay District would encourage development consistent with the predominant surrounding land uses on the western side of the railway in the study area.



Map 9 – The yellow ellipse on this map identifies the scattered industrial uses along either side of the railroad.



Map 10 – The proposed overlay district is intended to reconcile the incompatible uses on the western side of the railroad.

Land Use Changes

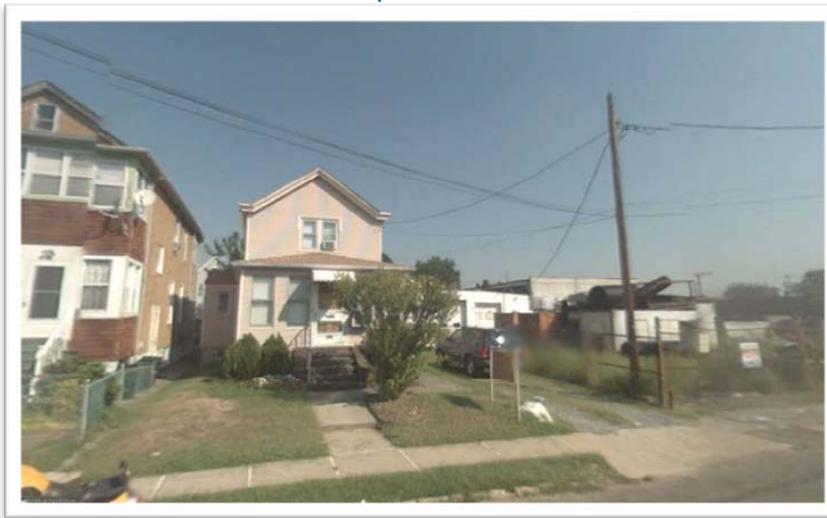


Figure 4- Example of screening and buffering between residential and industrial zone

SCREENING AND BUFFERING BETWEEN INCOMPATIBLE USES

The picture at the top left represents an existing property at the end of Hudson Street proximate to the railway.

Notice the neighboring property with visible outdoor storage and little or inadequate screening and buffering between the two land uses.

With proper fencing, vegetative buffering, and fence maintenance, the incompatibility between the two land uses can be softened – as illustrated in the photo-shopped picture below left.

This is just one of the examples of how code enforcement and enhanced standards of the Overlay District can improve the community aesthetics in a portion of the community.

PRIORITY 4:**Economic Development**

The economic vitality of this community is the key to the growth and sustained quality of life for residents. Economic Development is prioritized here in an effort to ensure that this community is able to maintain and attract the businesses needed to keep its economic base and to effectively compete with other communities both locally and regionally.

Economic Development strategies are intended to:

- Stabilize commercial corridors and neighborhood commercial nodes.
- Retain existing businesses and attract new businesses that will meet the needs of the community. Foster cohesion in the business community that benefits everyone.
- Enhance the community's quality of life as a whole; improve appearance, safety, networks, gathering places, and sense of positive momentum.

Goal 1: Strengthen connections between River Drive, Passaic Street, the Kalama Re-**development Area and the new Wal-Mart development.***Strategies*

1. Conduct a retail market analysis to identify regional demand and potential for retail diversity along Passaic.
2. Market/Promote the new Passaic Commercial Corridor as a shopping destination point: signage, banners, etcetera. Capture the new traffic generated by Wal-Mart in the study area satisfying a unique market niche.

Goal 2: Strengthen the Passaic Street Business Community.*Strategies*

1. Perform market analysis to determine commercial/retail prospect of the downtown area.
2. Revitalize the Chamber of Commerce
3. Conduct a study to determine the viability of a Passaic Avenue Business Improvement District.

Goal 3 - Establish a formalized merchant association that supports local businesses.

Strategies

1. Submit proposal for planning grant to set up association
2. Hire planner to develop business plan, set-up organization structure, develop target commercial niches and create a market-

ing plan for the Business/Merchant Association

3. Establish a steering committee (4-5 person committee comprised of local business owners) in charge of formalizing the Merchant Association
4. Apply for Main Street program status



Map 11 – The Study Area has all of the ingredients for substantial economic growth. The synergies to be realized between the stable Passaic Street Commercial Corridor, the new Wal-Mart and the future development of the Kalama Commercial Redevelopment Area and the River Drive Greenacres project have the potential to generate significant new economic opportunities in the study area. Each can be developed as destination points with a combined potential to attract new markets and generate jobs.

Goal 4 - Create a business retention and marketing initiative.

Strategies

1. Identify commercial and vacant properties in the business district or nearby area.
2. Create a map that illustrates available properties, ownership, etc.
3. Organize a series of meetings with local realtors to discuss coordination on sharing information on leasable space.
4. Set-up space on the City's and Chamber of Commerce websites for commercial space inquiries by businesses.
5. Develop marketing package for targeted new businesses.
6. Reach out to 5-10 property owners looking to lease or sell commercial space / properties.
7. Maintain list of commercial property owners and potential tenants.
8. Develop searchable database of commercial properties with map on the website.

Goal 5- Rebrand the business district.

Strategies

1. Encourage multi-cultural environment in the

business district that highlights ethnic diversity of the community and provides an impetus for economic vitality.

2. Create and adopt guiding principles for the redevelopment of key commercial or retail properties.
3. Establish a consensus on a meeting schedule and agenda for 4-5 meetings spaced over 6 months to identify and discuss specific sites.
4. Identify additional sites of critical concern
5. Develop broad conceptual approaches for discussion purposes only with developers.

Goal 6- Implement a Façade and Streetscape improvement program and seek funding for streetscape improvements.

Strategies

1. Hire an Urban Designer or Landscape Architect to develop a streetscape master plan for the study area.
2. Develop basic streetscape improvements for targeted streets.
3. Seek assistance from the City on identifying sources of funds for improvements.
4. Fundraise locally, if necessary, to match revenue for improvements (i.e., Collect donations for trees or benches).

PRIORITY 5:

Passaic River
Redevelopment

Currently, the Riverfront looks both physically and visually secluded from the study area.

Goal 1: Reduce pollution of Passaic River.

Strategies

1. Conduct an environmental analysis and identify the major sources of pollution: i.e., pollution from wastewater disposal, industrial waste/litters from in surrounding land uses and public activities.
2. Identify alternative methods of storm water/runoff management to reduce the runoff at source.
3. Promote ecologically sustainable land uses and prohibit/discourage land uses that can potentially cause harm to the river

and its aquatic life.

4. Promote community/environmental awareness activities and programs. Involve key stakeholders, policy makers, local and state legislatures, local communities and school children.

5. Encourage natural infiltration of rain-water and encourage Low Impact Development (LID) strategies for storm water management.

Goal 2: Develop a functionally, aesthetically and culturally significant riverfront park.

Strategies

1. Survey and develop an inventory of riverfront properties and their current uses.

Passaic River Redevelopment

2. Prepare land use plan and identify area available for recreational and Passaic riverfront development .
3. Identify appropriate uses and accommodation choices.
4. Identify surrounding land uses that can have positive impacts on riverfront development.
5. Create an accessible riverfront and promote pedestrian and trails (e.g., bike trails, pedestrian bridges).
6. Identify methods to connect riverfront development with major focal points, local landmarks, downtown development, and business districts.
7. Identify possibility of connective adjacent riverfront and cultural related activities for particular seasons.

8. Address how the community will benefit from the redevelopment - Cultural/Recreational, Economic and Environmental Perspective.
9. Promote fishing and other water related activities.



NOTE: Illustrations represent sample design and site layout possibilities based upon the Team’s research of Best Practices for Riverfront Development. They are intended to inspire creative approaches for the portion of the riverfront in this study area.

Figure 5 - Riverfront Development Vision

Goal 3: Implementation.*Strategies*

1. Utilize publicly owned land for the first stage and acquire privately owned parcels that are required for the redevelopment.
- 2 Coordinate with other municipalities/cities to continue riverfront development, parks and recreational facilities.
3. Identify funding sources, both public and private sectors.
4. Coordinate with local community and youth organizations to form volunteer groups (part-time/full-time) for operational, clean up and maintenance.

**Figure 6 - Riverfront Development Vision**

PRIORITY 6:

Transportation

The availability of public transportation improves circulation in communities by reducing the amount of vehicles and allows for compact design. It also encourages pedestrian activity and promotes economic vitality in a community. The type and quantity of transportation impacts the level of mobility for residents, the economic vitality of businesses and the environmental conditions for everyone. Transportation allows people to reach critical destinations that, in most cases, are pertinent to sustaining their select lifestyle.

The various modes of transportation were discussed in several venues throughout the planning process. Issues that are of critical concern to the business community, local government officials, youth and residents throughout the study area include parking, bus transportation, circulation and the train station. More specifically, the aforementioned groups discussed strategies to mitigate the following issues: 1) The limited availability of parking for patrons on or

adjacent to Passaic Street; 2) The nuisance effects (i.e. noise, speeding, etc.) created by the bus route on Palisade Avenue to homeowners/renters; 3) Ongoing congestion and traffic problems caused by trucks that are wedged under the overpass entering the Passaic Street corridor; and 4) The desire to adopt and implement measures to address the train ridership demand and the state of the train station.

Of particular importance to this community is the existence of the train station in the study area and the need to explore solutions to increase parking availability.

NJ Transit's new schedule was effective from 3/13/2011. The train runs 14 times a day, from 5:46 AM to 3:45 PM to Hoboken /New York. This includes 4 peak hours' stops from 6:43 AM to 8:39 AM.

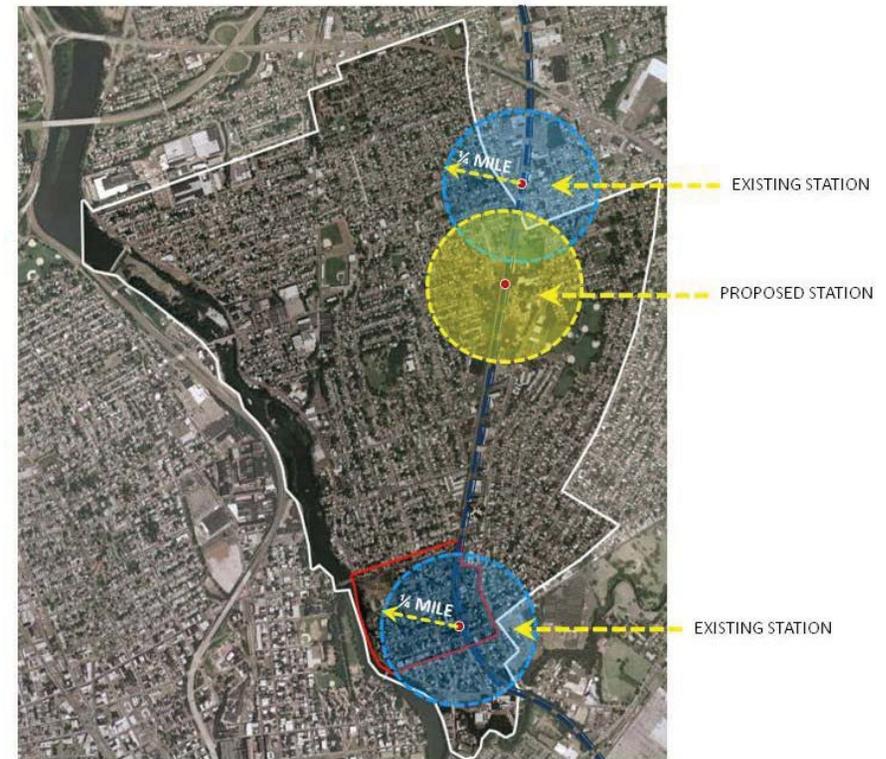
From Hoboken /New York the frequency of stops is 17 at Garfield station, starting from morning 9 :07 AM to 1:03 AM.

Transportation

During the public outreach process for the plan, focus group attendees, community meeting participants and survey respondents emphasized that they value their proximity to the train station and thereby considered it one of the major assets in the area. Participants agreed that the train station serves as a resource that could promote pedestrian activity and further market the community. They also felt that the presence of the train station could positively impact the socio-economic conditions of study area and stabilize the neighborhood. A decrease in ridership levels would negatively impact this area and could inevitably lead to the disinvestment of

the train station and subsequent removal of the communal asset. This is a viable issue because NJ Transit has committed to the development of a new train station in a nearby area to cater to the demands of the entire City. During interviews and

TRAIN STATIONS IN CITY OF GARFIELD



Map 12 – The train station in the study area was deemed critically important to the overall success of the Neighborhood Revitalization efforts. Therefore, Transit Village Designation is recommended.

meetings, the quality of the station and frequency of train service was viewed as subpar. Also, descriptions of the limited parking experienced throughout the day and on weekends suggest that public transit remains under-utilized by guests to the neighborhood. Consequently, community members would like to adopt measures to improve the train station immediately in order to mitigate the possibility of losing their valued asset.

As the parking demand escalates on the Passaic Street corridor, the City is expending more time to mitigate the issue. Recognizing that parking in dense downtown corridors will always be in short supply, the objectives to explore parking options to minimize this persistent problem represents the City's intent to efficiently manage parking conflicts.

The limited availability of parking for patrons on Passaic Street is a crucial problem for the business owners, individuals and families and patrons that frequent the study area. Focus group participants

from the business community conceded that increased parking could generate additional revenue and promote additional pedestrian activity that would benefit their respective businesses. Residents that were interviewed expressed a concern that limited parking forced patrons to park in unauthorized areas and thereby impede access to their driveways and homes. Patrons described the limited parking experienced throughout the day and on the weekends as a deterrent to shopping in the area. These findings suggest that additional solutions should be explored to address the parking demand in this area. Therefore the following strategies and goals are primarily aimed at addressing the limited parking availability and train station improvement issues.

Goal 1: Address hardships created by Public transportation.

Strategies:

1. Identify and document bus-related nuisance incidents reported by residents and business owners in the study area.

2. Meet with NJ Transit representatives to discuss re-routing or amending the evening bus stop schedule along Palisade Avenue.

Goal 2: Implement techniques to reduce Passaic Street traffic.

Strategies:

1. Reroute truck entry points away from Passaic Street and onto Marsellus Place.
2. Improve existing signage system (located at the juncture of Midland and Passaic Street) that identifies height of overpass on Passaic Street in order to decrease the number of truck accidents and subsequent delays that occur on Passaic Street.

Goal 3: Explore solutions to provide increase parking in the Passaic Street Business district.

Strategies:

1. Document and validate the demand for increased parking. Commission a parking study to determine actual parking demand for the area and the most appropriate means to meet that demand.
2. Consider a shared parking model to

serve the needs of residents in the evening and commuters that use the community train station.

3. Revisit existing parking regulations in order to identify potential or existing conflicts.

4. Review existing flood zone laws that create obstacles to permitting surface parking on Passaic Street.

5. Develop an On-street parking ordinance for the Passaic Street business district.

6. Implement a shared parking approach to maximize unused parking spaces in the business district.



7. Identify vacant or unused sites within or adjacent to the Passaic Street business corridor that could be used to develop surface parking or a parking structure.
8. Lease remote parking site(s) that are not used during daytime hours and designated spaces for Passaic Street business owners, staff and patrons.
9. Make pedestrian improvements to encourage walkability in order to decrease frequent parking by patrons visiting the business district.
10. In sections of Passaic street with adequate street width, change from parallel to angled on-street parking.
11. Remove non-operating vehicles parked in parking spaces, particularly in prime locations.
12. Provide special, small parking spaces for motorcycles. Allow and encourage motorcycles to share parking spaces when possible.
13. Identify and secure federal, state and local financing that can be used to develop new parking lots and/or garages in strategic locations.

14. Establish a “one stop shop” that issues on street parking permits for business owners and residents in the study area.
15. Identify and apply for funds to purchase new electronic parking equipment and/or for land acquisition to develop future parking structure.
16. Improve existing Enforcement and Control techniques so that parking regulations and pricing requirements are enforced more frequently, more effectively and more considerately.

Goal 4: Renovate the train station.

Strategies:

1. Meet with NJ Transit to advocate for station improvements - coordinate with City, Councilperson, Chamber of Commerce and BCCAP.
2. Hire a grant writer to identify and secure federal, state and private funding that can be used to update the train station.
3. Establish comfortable and safe places to sit at the station.
4. Establish conveniently located cues or signs to establish orientation.

Transportation



Figure 7: Existing vs Proposed

5. Install kiosks that offer snacks, beverages, newspapers, etc. and that cater to the needs of train station patrons.
6. Infrastructure maintenance and upgrades to the train station.

Goal 5: Increase train ridership levels

Strategies:

1. Review existing train schedule (Weekday and Weekends) to determine consistency or any potential conflicts.
2. Meet with NJ Transit to amend the frequency of the train schedule and to meet ridership demand.
3. Undertake ridership campaign - web based.
4. Distribute postcards with NJ Transit information and Passaic Street retail and commercial discounts throughout the City.
5. Implement transit-oriented marketing strategies that will promote and consequently increase transit ridership to keep the current station in operation.
6. Collect information on schedules, where to purchase tokens and amenities near each station and allow local merchants to distribute.

Goal 6: Improve the surrounding area of the Train Station.

Strategies:

1. Create a buffer between parking lot and

Transportation

the street. Such buffer elements can be 1) landscape elements such as green fencing, vegetation, 2) architecture elements, such as, buildings, colonnades and bus stops, and/or a combination of both.

2. Propose mixed-uses near the train station, to encourage pedestrian presence and consequent ridership, a transit-friendly environment, and decrease auto-dependency.
3. Develop basic streetscape improvements for streets in walking proximity to the train station.
4. Designate locations for bicycle racks – (Some racks could be designed by local artists).

Goal 7: Work with the City of Garfield Administration to offer assistance with Transit Village Designation application.

Strategies:

1. Meet with City officials to identify key players and discuss the roles and responsibilities of the City and the community throughout the process.
2. Establish a (5-7 person) steering committee composed of businesses, youth, residents and stakeholders in the community



Figure 8: Landscape buffer between parking lot and Passaic Street

and to ensure that the “Transit Village Criteria” is met or is being met.

3. Apply to NJDOT for Transit Village designation.
4. Attend and participate in meetings to support the City’s application.

Transportation

NJDOT Transit Village Initiative-

- The Transit Village Initiative creates incentives for municipalities to redevelop or revitalize the areas around transit stations using design standards of transit-oriented development (TOD).
- Municipalities that are committed to TOD may be eligible for NJDOT Transit Village designation.
- Municipalities must meet the Transit Village Criteria and complete a Transit Village Application in order to be designated a Transit Village
- One of the goals of the Transit Village Initiative is to bring more housing, businesses and people into the neighborhoods around transit stations.

The Transit Village Task Force and NJDOT Commissioner designate Transit Villages. The number of designations varies each year and may be limited by the capacity of the State of New Jersey to accommodate and support additional Transit Villages. Once designated, a municipality is eligible for technical assistance and priority consideration by agencies that make up the Transit Village Task Force.

Municipalities must take the following steps in order to receive Transit Village designation:

- Attend a pre-application meeting with the Transit Village Coordinator
- Identify existing transit
- Demonstrate municipal willingness to grow
- Adopt a transit-oriented development (TOD) redevelopment plan or TOD zoning ordinance
 - o Include transit-supportive site design guidelines
 - o Include transit-supportive architectural design guidelines
 - o Include transit-supportive parking regulation
- Identify specific TOD sites and projects
 - o Document ready-to-go projects
 - o Include affordable housing in the Transit Village District
- Identify bicycle and pedestrian improvements
- Identify “Place making” efforts near transit station Establish a management organization
 - o Identify annual community events and celebrations
 - o Identify arts, entertainment and cultural events

Sources:

<http://www.state.nj.us/transportation/community/village/>

http://policy.rutgers.edu/vtc/documents/TOD.Transit_Villages-Assessment_Tool.pdf



Map 13 – The train station in the study area was deemed critically important to the overall success of the Neighborhood Revitalization efforts. Therefore, Transit Village Designation is recommended.

PRIORITY 7:

Railroad and Station Safety

Goal 1: Reduce the risk of fatalities and rail-related injuries.

Strategies

1. Research data and identify past causes of rail-related injuries and fatalities.
2. Identify measures to reduce railroad trespassing.



Figure 9 - Accident at Garfield Station
 Date: 09 October 2007, Source: <http://www.gothamcityinsider.com/2007/10/loved-this-headline-car-clipped-by.html>

3. Promote public education /public participation to keep the public aware about new programs and issues related to rail-related injuries, targeting high risk populations, new drivers and new residents.
4. Increase visibility and sight distance of the driver and remove obstacles to ensure greater visibility.
5. Eliminate redundant and unnecessary at-grade crossings.

City of Garfield,
Accident Data From (1996-2007)

Date	Street	Killed/Injured
10/9/2007	Somerset St	
8/23/2004	Van Winkle Ave	1
2/7/2003	Midland Ave	
6/28/2002	Midland Ave	1
8/6/2001	Van Winkle Ave	1
7/27/2001	Van Winkle Ave	
4/17/2009	Somerset St	
7/19/1996	Van Winkle Ave	

Source: <http://safety.fhwa.dot.gov>

Table 1 - Accident Date in Garfield

The major benefits of crossing elimination include reductions in accidents, reductions in highway vehicle delay, reductions in rail traffic delay, and reductions in maintenance costs of crossing surfaces and traffic control devices.

Goal 2: Improve safety measures at grade crossings.

Strategies

Grade crossings are significant contributors to fatalities and injuries resulting from both highway and railroad operations. Railroad passengers and crews, highway users, and even the random bystander, are all exposed to some level of risk from these crossings.



Figure 10 - Railway Station Vision

- Every year approximately 900 deaths occur at highway-rail grade crossings and along railroad rights-of-way.
- Data from 1996-2007, shows that the intersections in study area have some accidents that resulted in fatalities and injuries.
- The Van Winkle Ave, which is very close to study area, has a higher number of accidents involving both pedestrian and automobiles.
- Accidents have been recorded at the Somerset Street intersection and Midland Ave intersection.
 1. Install, upgrade and renew Active Control Devices/ Warning Devices and Passive Control Devices, as necessary, and as per Federal, State and Local standards.
 2. Identity safety measures to ensure for non-motorists (pedestrian and bicycle) safety at grade crossings-intersections and at the train station.

Active devices include flashers; audible active control devices; automated pedestrian gates; pedestrian signals; variable message signs; and blank-out signs. Passive devices include fencing; swing gates; pedestrian barriers; pavement markings and texturing; refuge areas; and fixed message signs.



Figure 11 - Example Greenwall and Buffer



Figure 12- Example Overhead Crossing of Railway Track

Goal 3: Improve the Station Environments and Railway Track Area.

Strategies

1. Improve physical infrastructure and amenities to enhance aesthetic and architectural characteristics of the train station to create “identity of the place.”
2. Provide overhead crossing bridge to ensure safety while crossing the train tracks.
3. Develop train station as a “mini transit center” and attract community to use mass transit option.
4. Improve existing chain link fencing and promote “Green Wall” technology along the railway track.

5. Identify day-night safety and security measures and improve surveillance system.

PRIORITY 8:

Storm Water Management Strategies

Background

- Runoff may transport a variety of pollutants from the atmosphere, fertilizers, animal wastes, and leakage and wear from vehicles to receiving waters. This can create odors, aesthetic problems, and even toxic or corrosive gases that can emanate from bottom mud deposits.
- Because of the topography, during rain and snow, there is a high chance that the pollutants originated from railway tracks would flow along the streets making the large area of neighborhood contaminated, including the Passaic River.
- There is no strong barrier (storm water management system) that could prevent the railway runoff to flow down along the streets and to the adjacent properties.

Goal 1: Research alternative approaches for storm water management plan.

Strategies

1. Identify alternative cost-effective, sustainable strategies for storm water management.
2. Research and explore guidelines prepared by local, state, federal authorities.



Map 14 – Storm Water Direction From Railway Track

Goal 2: Prevent ground water contamination and railway runoff contamination.

Strategies

1. Identify source of pollutants and vulnerable area along the railway track.
2. Maintain Cleanliness of Railway Track-Right of Way.
3. Adapt sustainable / Green method, such as Low Impact Development (LID) strategies to mitigate storm water management problem.
4. Remove physical obstructions along the right of way and surrounding area so that it will facilitate natural infiltration of water during rain and snow and reduce the runoff intensity and possibility flooding.
5. Revise land use guidelines, zoning codes that complement green initiatives and LID storm water management plan.

Goal 3: Identify funding and grants opportunities and incentive programs for implementation

Strategies

1. Identify grants that are available in the state and federal level, including Nonpoint



Figure 13 - Grassy Swales is a vegetated open channel, planted with a combination of grasses and other herbaceous plants, shrubs, or trees.

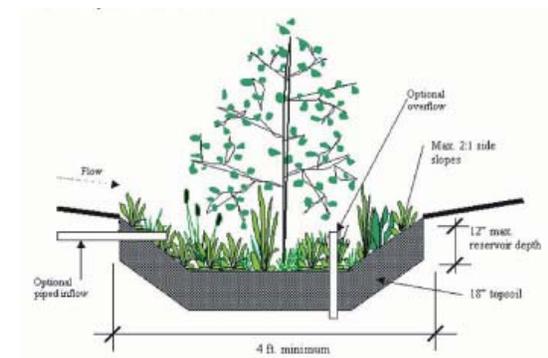


Figure 14 - Bio-retention

Source Pollution 319(h) Grant, NJ Environmental Infrastructure Financing Program EPA Targeted Watersheds Grant Program, and National Estuary Program Grants.

2. Establish new design guidelines based upon LID method for future projects and provide incentive programs such as tax abatement, expedited permitting and ensure low interest financing to encourage LID methods.

Low-Impact Development (LID) Strategies

The conventional practice of Storm Water Management focus on collecting and conveying the runoff from the entire site through a structural conveyance system to a centralized facility (e.g., detention basin, wet pond) where it is stored and treated prior to discharge downstream. Conventional system not only requires large investments in complex and costly engineering strategies for stormwater management, such practices first allow the adverse runoff impacts to occur throughout the site and then provide remedial and/or restorative measures just prior to releasing the runoff downstream.



Figure 15 - Perforated Paving



Figure 16 - Green Roof

With the increasing concerns over the environmental impacts of land development, a new method has been developed which is called Low Impact Development. State of New Jersey, Department of Environmental Protection also identifies this method as a major tool of sustainable storm water management techniques.

The primary goal of Low Impact Development methods is to mimic the predevelopment site hydrology by using site design techniques that store, infiltrate, evaporate, and detain runoff. Low impact development techniques interact with the process, controlling stormwater runoff and pollutants closer to the source and providing site design measures that can significantly reduce the overall impact of land development on stormwater runoff.

LID Runoff Control Objectives :

- Minimize disturbance
- Preserve and recreate natural landscape features
- Reduce effective impervious cover
- Increase hydrologic disconnects
- Increase drainage flow paths
- Enhance off-line storage

- Facilitate detention and infiltration opportunities

LID Implementation Strategies

1. Construct Grassy Swales along both sides of the railway track to prevent to overflow.
2. Construct Bio-retention at appropriate intervals along both sides of railway track. The Hudson Street and Commerce Street dead ends will be suitable positions to construct Bio-retention, as these streets are more likely to take runoff pollutants down the street. Such small size bio-retention can be landscaped and vegetated and be used as a pocket park as well. Bio-retention can also be constructed at the edge of sidewalk.
3. Provide permeable paving at the intersection of the street in the parking area depending upon the area and design.
4. Encourage urban farming, green roof, and rain water harvesting to enhance the environment.
5. Identify unused concrete islands and paved areas into planted areas for landscaping, traffic calming and beautification.

Recommendations

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Priority I: Community Building and Development		
Form Neighborhood and/or Block Associations and develop a short-list of desirable activities for the Block Associations: (i.e. Host a block party or develop a Neighborhood Watch in partnership with the Police Department and /or Host Spring and Fall Clean-Up events).	Short term	BCCAP Neighborhood Association City of Garfield Youth Group
Organize for sustained community development. Participate or engage in local government activities. Attend public City Council meetings, Board of Education Meetings, and/or Planning Board/Zoning Board of Adjustment meetings; Develop a vision statement.	Midterm	BCCAP City of Garfield Neighborhood Associations Religious Institutions Youth Group
Consider forming a Community Development Corporation (CDC) or a Faith-Based Community Development Organization to engage the community and thereby increase its level of confidence, efficacy, power, and identification with the community, interaction, mutual aid, leadership development, and problem solving capacity.	Long term	BCCAP City of Garfield Neighborhood Associations Religious Institutions
Priority II: School Safety, Walkability and Vitality		
Improve and redesign existing parking lot and unused pocket spaces and create play areas and open spaces that can be shared by the school and local residents.	Midterm	City of Garfield Lincoln Elementary School
Encourage community based programs within the school premises which would build neighborhood vitality and a strong sense of ownership.	Short Term	CDC Office of Bicycle and Pedestrian Programs (NJ DOT) City of Garfield (Police Dept) Lincoln Elementary School Youth Group
Identify vulnerable areas that can adversely affect children's learning and safety.	Short Term	CDC Youth Group City of Garfield (Police Dept) Lincoln Elementary School
Landscape and create buffers adjacent to school facilities to ensure children's safety and to buffer the noise pollution.	Mid Term	NJDOT Lincoln Elementary School City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Explore federal and state programs, such as Safe Route School and Helping Johnny Walk to School: Sustaining Communities Through Smart Policy; and apply their principles and guidelines as well as explore funding opportunities.	Short Term	CDC City of Garfield (Police Dept) Office of Bicycle and Pedestrian Programs (NJ DOT)
Priority III: Land Use Changes		
Overlay Zone-Create an overlay zone for the district that permits higher density mixed-use development and identify implementation/development funding.	Long Term	City of Garfield Chamber of Commerce Merchant Association
Buffering – Create better buffers between incompatible uses; i.e., enforce screening requirements such as fencing, and shrubbery.	Short term	City of Garfield Local Steering Committee Neighborhood Association
Enforce Zoning District standards along the Passaic River to encourage recreational activities.	Short Term	City of Garfield
Eliminate automotive sales along River Drive and acquire parcels for remediation and development.	Long Term	City of Garfield EPA (Brownfields Development Area Initiative)
Update the Neighborhood Retail District Standards to encourage desired development and investment.	Midterm	City of Garfield Chamber of Commerce Merchant Association
Hire a Planner to develop a Commercial Corridor Plan, Community Plan or a Redevelopment Plan that includes verbiage that the City will not use its Eminent Domain police powers.	Midterm	City of Garfield Chamber of Commerce Merchant Association
Establish zoning standards for parks and open space.	Short Term	City of Garfield Youth Group Lincoln Elementary School Association(s)
Identify underutilized or vacant sites for open space/recreation.	Short Term	City of Garfield Youth Group CDC

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Partner with School #6 for communal use of newly designed school outdoor/recreational space.	Short Term	CDC Lincoln Elementary School YMCA Boys and Girls Club
Priority IV: Economic Development		
Hire a Planner to conduct a retail market analysis to identify regional demand and identify diverse commercial niches along Passaic	Short term	CDC City of Garfield
Market/Promote the new Passaic Commercial Corridor as a shopping destination point; signage, banners, etcetera. Capture the new traffic generated by Wal-Mart in the study area satisfying a unique market niche.	Midterm	City of Garfield Chamber of Commerce Main Street NJ Merchant Association
Perform market analysis to determine commercial/retail prospect of the downtown area.	Short term	City of Garfield CDC Business Association (4-5 person steering committee comprised of local business owners)
Revitalize the Chamber of Commerce.	Short term	City of Garfield
Conduct a study to determine the viability of a Passaic Avenue Business Improvement District.	Midterm	Chamber of Commerce Merchant Association Business Association (4-5 person steering committee comprised of local business owners)
Submit proposal for planning grant to set up association.	Midterm	Chamber of Commerce Merchant Association Business Association (4-5 person steering committee comprised of local business owners)
Hire planner to develop business plan, set-up organization structure, develop target commercial niches and create a marketing plan for the Business/Merchant Association.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Establish a steering committee (4-5 person committee comprised of local business owners) in charge of formalizing the Merchant Association.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Apply for Main Street program status.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Identify commercial and vacant properties in the business district or nearby area.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Create a map that illustrates available properties, ownership, etc.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Organize a series of meetings with local realtors to discuss coordination on sharing information on leasable space.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Set-up space on the City's and Chamber of Commerce websites for commercial space inquiries by businesses.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Develop marketing package for targeted new businesses.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Reach out to 5-10 property owners looking to lease or sell commercial space / properties.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Maintain list of commercial property owners and potential tenants.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Develop searchable database of commercial properties with map on the website.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Encourage multi-cultural environment in the business district that highlights ethnic diversity of the community and provides an impetus for economic vitality of the community and provides an impetus for economic vitality.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Create and adopt guiding principles for the redevelopment of key commercial or retail properties.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Establish a consensus on a meeting schedule and agenda for 4-5 meetings spaced over 6 months to identify and discuss specific sites.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Identify additional sites of critical concern.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Develop broad conceptual approaches for discussion purposes only with developers.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Hire an Urban Designer or Landscape Architect to develop a streetscape master plan for the study area.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Develop basic streetscape improvements for targeted streets.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Seek assistance from the City on identifying sources of funds for improvements.	Midterm	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Fundraise locally, if necessary, to match revenue for improvements.	Long Term	Chamber of Commerce Merchant Association City of Garfield Main Street NJ
Priority V: Passaic River Redevelopment		
Conduct Environmental Analysis and identify the major sources of pollution.	Midterm	City of Garfield BCCAP
Identify alternative methods of storm water/runoff management to reduce the runoff at source.	Midterm	City of Garfield CDC EPA
Promote ecologically sustainable land uses and prohibit/discourage land uses that can potentially cause harm to the river and its aquatic life.	Short term	City of Garfield
Promote community/environmental awareness activities and programs. Involve key stakeholders, policy makers, local and state legislatures, local communities and school children.	Short term	CDC Youth Group YMCA Boys and Girls Club Lincoln Elementary School
Encourage natural infiltration of rainwater and encourage Low Impact Development (LID) strategies for storm water management.	Ongoing	CDC Youth Group YMCA Boys and Girls Club Lincoln Elementary School
Survey and develop an inventory of riverfront properties and their current uses.	Short term	City of Garfield CDC

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Address how the community will benefit from the redevelopment - cultural/Recreational, Economic and Environmental Perspective.	Short Term	City of Garfield CDC
Prepare land use plan and identify area available for recreational and Passaic river front development.	Midterm	City of Garfield
Identify surrounding land uses that can have positive impact on riverfront development.	Midterm	City of Garfield CDC Neighborhood Association
Create an accessible riverfront and promote pedestrian and trails.	Long Term	City of Garfield
Hire a Planner/Urban Designer to identify methods to connect riverfront development with major focal points, local landmarks, downtown development, and business districts.	Midterm	City of Garfield Urban Design Steering Committee Merchant Association Chamber of Commerce
Identify possibility of connective adjacent riverfront and cultural related activities for particular seasons.	Long Term	City of Garfield
Address how the community will benefit from the redevelopment - Cultural/Recreational, Economic and Environmental Perspective.	Long Term	City of Garfield CDC
Promote fishing and other water related activities.	Midterm	City of Garfield CDC
Utilize publicly owned land for the first phase of riverfront park development and Acquire privately owned land parcels that are required for redevelopment.	Midterm/Long Term	City of Garfield For/Non-profit Developers CDC EPA
Coordinate with neighboring municipalities to discuss continuous riverfront park development.	Short term/Midterm	City of Garfield CDC
Identify funding sources, both public and private sectors.	Short Term	CDC City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Coordinate with local community and youth organization group to form volunteer group (part-time/full-time) for operational, clean up and maintenance.	Long Term	Youth Group CDC Religious Institutions Lincoln Elementary School City of Garfield
Priority VI: Transportation		
Identify and document bus related nuisance incidents reported by residents and business owners in the study area.	Short Term	City of Garfield
Meet with NJ Transit representatives to discuss re-routing of bus stops along Palisade Avenue.	Short Term	CDC City of Garfield
Reroute truck entry points on Passaic Street.	Short Term	Bergen County Community Action Program City of Garfield
Improve existing signage system (located at the juncture of Midland and Passaic Avenue) that identifies height of overpass on Passaic Avenue in order to decrease the number of truck accidents and subsequent delays that occur on Passaic Street.	Short Term	CDC City of Garfield
Document and validate the demand for increased parking. Commission a parking study to determine actual parking demand for the area and the most appropriate means to meet that demand.	Short Term	CDC City of Garfield
Consider a shared parking model to serve the needs of residents in the evening and commuters that use the community train station.	Long Term	CDC City of Garfield
Review existing flood zone laws that create obstacles to permitting surface parking on Passaic Street.	Midterm	CDC City of Garfield
Develop a On-street parking ordinance for the Passaic Street business district.	Midterm	CDC City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Implement a shared parking approach to maximize unused parking spaces in the business district.	Long Term	CDC City of Garfield
Identify vacant or unused sites within or adjacent to the Passaic Street business corridor that could be used to develop surface parking or a parking structure.	Midterm	CDC City of Garfield
Lease remote parking site(s) that are not used during daytime hours and designate spaces for Passaic Street business owners, staff and patron.	Long Term	CDC City of Garfield
Make pedestrian improvements to encourage walkability in order to decrease frequent parking by patrons visiting the business district.	Midterm	CDC City of Garfield
In sections of Passaic street with adequate street width, change from parallel to angled on-street parking.	Midterm	CDC City of Garfield
Remove non-operating vehicles parked in parking spaces, particularly in prime locations.	Midterm	CDC City of Garfield
Provide special, small parking spaces for motorcycles. Allow and encourage motorcycles to share parking spaces when possible.	Midterm	CDC City of Garfield
Identify and secure federal, state and local financing that can be used to develop new parking lots and/or garages in strategic locations.	Midterm	CDC City of Garfield
Establish a “one stop shop” that issues on- street parking permits for business owners and residents in the study area.	Midterm	CDC City of Garfield NJ Transit

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Identify and apply for funds to purchase new electronic parking equipment and/or for land acquisition to develop future parking structure.	Midterm	CDC City of Garfield
Improve existing Enforcement and Control techniques so that parking regulations and pricing requirements are enforced more frequently, more effectively and more considerably.	Short Term	CDC City of Garfield
Meet with NJ Transit to advocate for station improvements - coordinate with City, Councilperson, Chamber of Commerce and BCCAP.	Short Term	NJ Transit City of Garfield
Hire a grant writer to identify and secure federal, state and private funding that can be used to update the train station.	Short Term	CDC City of Garfield
Establish comfortable and safe places to sit at the station.	Short Term	CDC City of Garfield
Establish conveniently located cues or signs to establish orientation.	Long Term	CDC City of Garfield Neighborhood Association
Install kiosks that offer snacks, beverages, newspapers, etc. and that cater to the needs of train station patrons.	Long Term	CDC City of Garfield
Review existing train schedule (Weekday and Weekends) to determine consistency or any potential conflicts.	Short Term	CDC City of Garfield NJ Transit
Meet with NJ Transit to amend the frequency of the train schedule and to meet ridership demand.	Midterm	CDC City of Garfield
Undertake ridership campaign - web based.	Midterm	City of Garfield
Distribute postcards with NJ Transit information and Passaic Street retail and commercial discounts throughout the City.	Long Term	City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Implement transit-oriented marketing strategies that will promote and consequently increase transit ridership to keep the current station in operation.	Short Term	CDC City of Garfield
Collect information on schedules, where to purchase tokens and amenities near each station and allow local merchants to distribute.	Short Term	CDC City of Garfield Merchant Association
Create a buffer between parking lot and the street. Such buffer elements can be 1) landscape elements such as green fencing, vegetation, 2) architecture elements, such as, buildings, colonnades and bus stops, and/or a combination of both.	Midterm	CDC City of Garfield
Propose mixed-uses near the train station, to encourage pedestrian presence and consequent ridership, a transit friendly environment, and decrease auto-dependency.	Long Term	CDC City of Garfield
Develop basic streetscape improvements for streets in walking proximity to the train station.	Midterm	CDC City of Garfield
Designate locations for bicycle racks.	Midterm	CDC City of Garfield
Meet with City officials to identify key players and discuss the roles and responsibilities of the City and the community throughout the process.	Midterm	CDC City of Garfield
Establish a (5-7 person) steering committee composed of businesses, youth, residents and stakeholders in the community and to ensure that the "Transit Village Criteria" is met or is being met.	Midterm	CDC City of Garfield
Apply to NJDOT for Transit Village designation.	Midterm	CDC City of Garfield
Attend and participate in meetings to support the City's application.	Midterm	CDC City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Priority VI: Railroad & Station Safety		
Research data and identify past causes of rail related injuries and fatalities.	Short Term	City of Garfield
Identify measures to reduce rail road trespassing.	Short Term	City of Garfield
Promote public education /public participation to keep public aware about new programs and issues related to railway related injuries, targeting high risk populations, new drivers and new residents.	Short Term	CDC Youth Group City of Garfield NJ Transit NJ DOT
Increase driver visibility and sight distance and remove obstacles to ensure greater visibility.	Short Term	NJ Transit City of Garfield
Eliminate redundant and unnecessary at-grade crossings; Install traffic calming devises for automobiles.	Midterm	NJ Transit City of Garfield
Install, upgrade and renew Active Control Devices/ Warning Devices and Passive Control Devices as per Federal, State and Local standards.	Long Term	NJ Transit City of Garfield
Identity safety measures to ensure non-motorists (Pedestrian & Bicycle) safety at grade crossings- intersections and at the train station.	Short Term	CDC City of Garfield
Improve physical infrastructure, amenities enhance aesthetic and architectural characteristics of the train station to create “identity of the place.”	Long Term	City of Garfield NJ Transit
Provide overhead crossing bridge to ensure safety while crossing train tracks.	Long Term	NJ Transit City of Garfield
Develop train station as a “mini transit center” as a way to attract community to use transit option.	Short Term	NJ Transit City of Garfield
Improve existing chain link fencing and promote “Green Wall” technology along the railway track.	Midterm	NJ Transit City of Garfield
Identify day/night safety and security measures and improve surveillance system.	Short/Midterm	City of Garfield (Police Dept) NJ Transit Merchant Association
Identify alternative cost-effective, sustainable strategies for storm water management.	Short Term	City of Garfield

Recommendations

RECOMMENDATION/STRATEGIES	TIMELINE	RESPONSIBILITY/PARTNERS
Research and explore guidelines prepared by local, state, federal authorities.	Short Term	City of Garfield CDC
Identify source of pollutants and vulnerable area along the railway track.	Midterm	City of Garfield NJ Transit
Maintain Cleanliness of Railway Track-Right of Way.	Short Term	NJ Transit City of Garfield NJDOT
Adapt sustainable / Green method, such as Low Impact Development (LID) strategies to mitigate storm water management problem.	Long Term	City of Garfield EPA
Remove physical obstructions along the right of way and surrounding area so that it will facilitate natural infiltration of water during rain and snow and reduce the runoff intensity and possibility flooding.	Short Term/Midterm	City of Garfield CDC
Revise land use guidelines, zoning codes that complement green initiatives and LID storm water management plan.	Short Term/Midterm	City of Garfield
Identify grants that are available in the state and federal level, including Nonpoint Source Pollution 319(h) Grants, etc.	Short Term	City of Garfield CDC
Establish new design guidelines based upon LID method for future projects and provide incentive programs such as tax abatement, expedited permitting and ensure low interest financing to encourage LID methods.	Long Term	City of Garfield Chamber of Commerce Merchant Association Urban Design Steering Committee

VI-Appendices

- Streetscape Profile
- Copies of Flyers
- Letter of Invitation
- Survey Form

Streetscape Profile

Survey Date: 02/09/2010 – 02/18/2010

Photographs: 02/12/2010, 09/20/2010

Blocks: 51, 52, 53, 54, 55

Uses: Residential, Mixed Use and Industrial

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Comments: Consists of mostly residential buildings with few mixed use and industrial buildings.

Blocks: 30, 31.02, 34.02

Uses: Residential, Industrial and Institutional

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Comments: Consists of mostly residential buildings with few industrial buildings. Abraham Lincoln School is located on the east side of the street.

Blocks: 28, 34.01, 48.01, 49, 50.01 Uses: Residential, Mixed Use and Institutional

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Comments: Consists of mostly residential buildings with few mixed use buildings. Kalama Redevelopment area is located northwest side of the street.

Blocks: 23, 24.02, 31.02,35 Uses: Residential, Mixed Use and Institutional

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Comments: Consists of mostly residential buildings with few mixed use and industrial buildings.

Blocks: 35, 48.02

Uses: Residential, Mixed Use and Industrial

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Comments: Consists of mostly residential buildings with few mixed use buildings. Industrial uses are located on the north-east side of the street.

Blocks: 25, 26, 29, 30, 49, 51,

Uses: Residential and Institutional

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Comments: Consists of mostly residential buildings with few institutional buildings.

Blocks: 5, 24.01 25, 26, 27, 28, 29, 30, 31.01 Uses: Residential, Mixed Use and Industrial

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Comments: Consists of mostly residential buildings with few mixed use buildings.
Industrial uses are located on the east side of the street close to railway track.

Blocks: 35, 48.01, 49, 51, 52 Uses: Residential, Mixed Use, Institutional and Industrial

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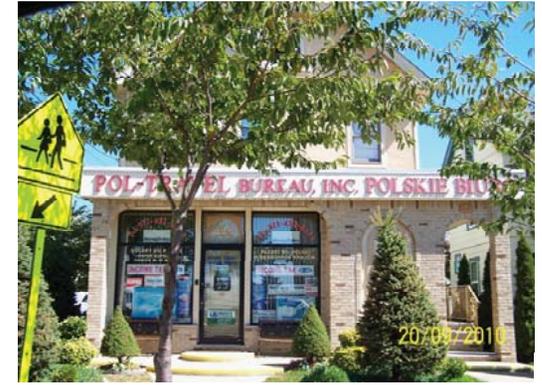
Comments: Consists of residential and mixed use buildings. Senior Housing is situated at the northern side of this street.

Blocks: 24.01, 30, 31.01, 34.01, 48.01, 49, 51, 52, 55

Uses: Residential, Mixed Use and Industrial

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Comments: Abraham Lincoln School is located on the west side of the street.

Blocks: 23, 24.01, 25, 26, 27 Uses: Mixed Use, Residential and Institutional

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Comments: Consists mostly of mixed-use buildings (retail on the ground floor, apartments above), many of which do not have dedicated parking.

Blocks: 3, 4, 5, 27, 28, 50.02, 53

Uses: Residential and Commercial

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Comments: West side of River Drive is an auto-oriented corridor, with the types of uses normally found on highway service roads. East side consists of apartments.

*Survey Date: 02/09/2010 – 02/18/2010
Photographs: 02/12/2010, 09/20/2010*

Flyers



Si usted vive, es dueño de propiedad, trabaja, juega, o reza en este vecindario, por favor...

Ayuda hacer su comunidad un mejor lugar

Únase con nosotros para una reunión comunitaria para ayudar a construir un plan de mejorar la comunidad de Garfield.

31 de Enero: 6:30 to 8:30 pm

Diseña una visión para su comunidad. Informa a los líderes de Garfield sobre el cambio que quieres ver en la próxima década.

**Abraham Lincoln School # 6
111 Palisade Avenue, Garfield**

¿Qué piensa usted acerca de la comunidad de hoy?
Por favor comparta sus pensamientos en
<http://www.surveymonkey.com/s/Garfield>

Póngase en contacto con: Jill Johnson a 973-353-0611 x110
y jill.johnson@bergencap.org



Patrocinado por

Bergen County Community Action Partnership, Inc.

Fighting Poverty. Building Partnerships. Opening Doors. Changing Lives
241 Moore Street, Hackensack, NJ 07601 • 201-968-0200 • www.bergencap.org



If you live, own property, work, play or worship in this neighborhood, please...

Help make your neighborhood a better place

Join us for a community meeting to help build a plan to improve the Garfield community.

January 31: 6:30 to 8:30 pm

Help create a vision for your community, and let Garfield leaders know what you want to happen here over the next 10 years

**Abraham Lincoln School # 6
111 Palisade Avenue, Garfield**

What do you think about the community today?
Please share your thoughts at
<http://www.surveymonkey.com/s/Garfield>

Contact: Jill Johnson at 973-353-0611 x110
or jill.johnson@bergencap.org



Sponsored by

Bergen County Community Action Partnership, Inc.

Fighting Poverty. Building Partnerships. Opening Doors. Changing Lives
241 Moore Street, Hackensack, NJ 07601 • 201-968-0200 • www.bergencap.org

Invitation Letter



49 Nishuane Road
 Montclair, NJ 07042
 973.954.2677
 www.NishuaneGroup.com

November 11, 2010

 Passaic St.
 Garfield, NJ 07026

To Whom It May Concern:

The Bergen County Community Action Partnership (BCCAP) and the City of Garfield need your help in developing a *Neighborhood Revitalization Plan* for the community surrounding Public School No. 6. The Nishuane Group has been retained as the primary consultant on this planning project and will be assisted by the *Professional Development Institute* - Bloustein School of Planning at Rutgers University in New Brunswick. As a representative of the community, you've been invited to participate in a focus group discussion, which will take approximately ninety minutes and will be accompanied by light refreshments.

By now, you've probably received several calls from our partners at Rutgers requesting your participation in the planning process. Please confirm your availability for the focus group scheduled for Thursday December 2, 2010 at 10:00 AM. The session will be convened at BCCAP's *Head Start School* located at 535 Midland Avenue in Garfield. Parking is available on-site and in the immediate vicinity.

As a reminder, the consultants will lead the participants through a discussion about Garfield, in general, and the study area, in particular. Discussion topics may include neighborhood strengths and weaknesses, needed improvements, and priorities for making those improvements. A map of the study area is attached for your edification.

Please call Ms. Michèle Delisfort at 973-954-2677 ext. 2 by Monday, November 29, 2010 to let us know whether you will be able to attend the session.

This is a critical project for the City of Garfield and your opinions are valued. I hope you will help us by participating.

Sincerely,

George Wheatle Williams

Cc: Tom Duch, Garfield Administrator
 Robert Halsch, Executive Director of BCCAP



Map of the Study Area

Survey From

The Bergen County Community Action Program (BCCAP) is working with the City of Garfield, residents and businesses in the First Ward to develop a neighborhood revitalization plan. The study area consists of parcels located within the following boundaries: Monroe Street (N), Passaic Avenue (S), Riverside Place (W) to Atlantic Avenue (E). The plan will provide recommendations to improve the physical, economic and social conditions in the neighborhood. Your input is valuable and will provide BCCAP with the necessary information required to develop short-term measurable milestones for a long-term development strategy that will revitalize the community. Please take a few minutes to complete this short survey.

About you:

Name (Mr. Mrs. Ms. Dr.) _____

What is your connection to the neighborhood?

- I live here
- I work here
- I own a business here
- Other (please explain) _____

If you work or own a business in the neighborhood, what is the name of your business? _____

How long have you lived or worked in the neighborhood?

- _____ years living in the neighborhood
- _____ years working in the neighborhood
- _____ years owning a business in the neighborhood

If you live or own a business here, why did you choose to locate here? _____

How do you go to work or go shopping?

Work: Family car _____ I ask/call for a ride _____ Bus _____ Train _____ Walk _____ Other _____
 Shopping: Family car _____ I ask/call for a ride _____ Bus _____ Train _____ Walk _____ Other _____

If you work outside of your house, how long is your commute? _____ minutes

About the neighborhood

What are the three things you like best about this neighborhood?

1. _____
2. _____
3. _____

What are the three things you would most want to change?

1. _____
2. _____
3. _____

What three types of stores or businesses would you most want to see come to this neighborhood?

1. _____
2. _____
3. _____

How much would you agree or disagree with the following statements:

	Strongly disagree	Disagree	No strong opinion	Agree	Strongly agree	Don't know
I feel safe walking around in this neighborhood.						
I feel safe walking on my street at night, by myself.						
It is safe for young people to walk around in this neighborhood.						
I can buy what I need (groceries, household supplies) within walking distance of my house.						
I can buy what I need (groceries, household supplies) within a 5-minute drive or bus or train ride from my house.						
I have easy access to services my family or I need (such as banks and doctors).						
I have easy access to job opportunities.						
There is enough park space near my house.						
There are enough places in or near the neighborhood for children to play.						
The schools that students in this neighborhood go to are good.						
If someone like me were looking to live in this neighborhood, I would recommend they move here.						

Thank you for your time and input. If you would like us to keep you informed about the neighborhood plan or you would like to attend a community meeting, please provide your contact information below so that we may contact you.

Name: _____

Address: _____

Email Address: _____

Telephone #: _____