

LINCOLN PARK NEIGHBORHOOD PLAN - UPDATED STRATEGIES, ACTIVITIES AND OUTCOMES



Neighborhood: Lincoln Park

NJ Legislative District: 29

Municipality: Newark

Mayor: Ras Baraka

Applicant Organization: Lincoln Park Coast Cultural District

Time Period for the Plan: 10 years

Funded By: NJ Department of Community Affairs-Neighborhood Revitalization Tax Credit Program

Proposed Vision and Updated Strategies, Activities & Outcomes

Vision Statement

The Lincoln Park Action Plan strives to facilitate the creation of intergenerational black and brown wealth through the implementation of a 10-year neighborhood plan. Through the strategies described below, the plan seeks to position Lincoln Park as a healthy and engaged community with a vibrant arts and culture scene, thriving businesses, housing options, and economic opportunities for all residents.

Strategies

Focus Area #1: Arts, Culture, & Recreation

LPCCD and the community renewed its commitment to provide high-quality arts programming, foster a sense of pride in the cultural diversity and history of the neighborhood, and ensure that residents and visitors have recreational opportunities that rival other neighborhoods in Newark and beyond. Building Lincoln Park into a premier arts and culture district will require residents and partner organizations to come together.

Strategy 1.1: Increase the infrastructure for artists to thrive and provide accessible, affordable arts and cultural programming for the Lincoln Park community

An arts and culture district must be alive with artists of various types honing their craft and performing for the world, from safe, affordable bases of operation. We envision Lincoln Park as a hub of artist activity with free and low-cost arts and cultural programs that are accessible and available for all residents. As Lincoln Park becomes more and more diverse, there are opportunities to promote that diversity through new programming, partnerships, and activities. To achieve this goal, LPCCD will work with residents and partner organizations to create and foster the necessary infrastructure, supports and programs to make this a reality.

Activities:

- *Develop or Preserve Arts Spaces in Lincoln Park:* LPCCD and its partners will work to identify buildings and sites that can be transformed into a mix of live/work, studio, and performance spaces for working artists and creatives. Supporting efforts (e.g., jointly applying for grants) to restore important cultural institutions such as Symphony Hall and helping restore structures like the former Scripture Church to a productive new use through a mix of financial incentives and partnerships, are critical steps.
- *Public Arts & Culture Programming:* LPCCD will recruit local artists to work with a resident advisory panel to develop public art displays, cultural programs, and murals that depict Lincoln Park's history, the arts, and the cultural diversity found within the neighborhood.
- *Leverage the Lincoln Park Music Festival:* In the coming decade, LPCCD will work to leverage the popularity of the Festival to conduct targeted outreach to emerging artists, promote entrepreneurs and neighborhood small businesses, – arts-related and otherwise – and generate revenue that will support year-round arts and culture programming.
- *Joint programming:* LPCCD will look to develop quality, affordable programs for neighborhood residents in tandem with Newark institutions such as NJPAC, the Newark Museum, the Newark Public Library, Rutgers University, NJIT, the Prudential Center, and Symphony Hall.

Strategy 1.2: Improve recreational spaces and programming for all residents in the Lincoln Park Neighborhood

Lincoln Park residents have few recreational spaces in the neighborhood. In order to offer enjoyable leisure activities and help residents improve their health and well-being, this plan aims to improve existing recreational spaces, develop innovative programs for residents of all ages, and foster partnerships with neighborhood organizations and the City to offer more options for Lincoln Park residents. LPCCD will work with residents and other stakeholders to advocate for additional public investment in public parks, to work with partners to make privately held spaces available, and to activate vacant or underutilized lots for publicly accessible programs and activities.

Activities:

- *Invest in Public Parks:* LPCCD will leverage public investment in the upkeep, maintenance, and general facility improvements to the parks with private and philanthropic dollars raised to provide programming for Lincoln Park residents and the Greater-Newark community.
- *Create New Recreational Opportunities:* LPCCD will improve the quality and condition of existing recreational spaces while developing temporary recreational opportunities for children in the Lincoln Park Neighborhood.

Focus Area #2: Housing

As the City of Newark continues to experience unprecedented levels of private investment and speculation, displacement and gentrification are becoming a real threat to Lincoln Park. LPCCD's goal is to increase housing security for existing residents and to catalyze the development of 250 additional housing units in Lincoln Park over the next ten years so that families, seniors, artists, and others can call the neighborhood home. Further, LPCCD seeks to continue its agile approach to incremental development to accelerate the production of rental and homeownership units. This approach strengthens partnerships between neighborhood institutions and supports neighborhood-based small-scale developers. It also offers significant opportunities for local, small-scale developers to gain access to the greater number of privately owned parcels in Lincoln Park.

Strategy 2.1: Develop new housing units in the Lincoln Park Neighborhood

As new development comes to Lincoln Park, the neighborhood should position itself to help dictate how it looks. Where possible, LPCCD should seek to influence how and where development happens, and for whom. LPCCD should look to regain its status as the designated developer responsible for the Lincoln Park Neighborhood. Due to the poor condition of numerous structures in the neighborhood as well as the presence of several prominent vacant lots, there are opportunities to address decay while undertaking major renovations as well as new builds. These strategies help to generate equity and wealth for existing black and brown property owners and provide opportunities for local, small-scale developers to become involved in these projects and build their income and wealth as well.

LPCCD should work with partner CAPC and other local developers to ensure that a range of housing options are included in the development that occurs. If feasible, LPCCD and its partners should also work

closely with the new Newark Land Bank being formed to facilitate the acquisition of neighborhood properties for redevelopment.

While more than 90% of the neighborhood's housing units are rentals (approximately 1,093 units), more than 30% of resident survey respondents said they would like to own a home in Lincoln Park, indicating a need for both additional rental units and for-sale options. These housing units should be scattered throughout the neighborhood, be available at different price points, and also cater to different categories of tenants and potential buyers – artists, young professionals, families, and seniors, with a particular emphasis on housing affordable to low and moderate income people.

Activities:

- *Spur development of Church Facade Site and adjacent properties:* As part of a broader strategy to target a cluster of available properties for mixed-income, mixed-use development, LPCCD will work with their private owners to incorporate various uses promoted throughout this plan such as, but not limited to, artist live/work spaces, high-density mixed-use buildings, a grocery store, and additional open space.
- *Complementary incremental infill development:* In partnership with the City, LPCCD should identify vacant lots and abandoned properties that can be redeveloped into appropriate complementary uses, such as mixed-use buildings, affordable single/multifamily homes, and other community assets by partnering with local developers and using an incremental development approach when possible.
- *Affordability for all:* LPCCD will play an active role in creating opportunities in the neighborhood for affordable housing. This will include working with residents to advocate for an adequate percentage of affordable units in large development projects as prescribed by the City's inclusionary zoning ordinance, and working with resident leaders to push for the inclusion of new income-restricted units at the site of new private developments instead of providing them off-site or through a monetary contribution to the City's Affordable Housing Trust Fund.
- *Homeownership:* LPCCD will seek to increase the homeownership rate in the Lincoln Park neighborhood by 10% by helping residents and others gain access to new homes, by ensuring that quality homeownership counseling, good financing options, and down payment and closing cost assistance are available to those seeking to buy in the neighborhood.

Strategy 2.2: Preserve and provide quality, affordable housing in Lincoln Park

The housing stock in the Lincoln Park Neighborhood is growing older and less affordable for current residents on a fixed income to maintain and update as they also grow older. New development anticipated in the neighborhood is likely to create additional financial pressures for them, making it even harder for these residents to stay in their homes. As affordable home ownership opportunities are made available to new residents, it is equally important to help long-time residents to remain in their homes and stay as healthy as possible. Combining existing programs with additional resources can make a tremendous difference for many, both preserving peoples' housing situation and the existing housing stock for years to come.

Activities:

- *Improving existing homes and making them healthy:* LPCCD and its partners will identify resources to improve the homes of low income and older tenants and owner-occupants in the neighborhood needing critical health and safety improvements to their residence. The partners will access available weatherization, home improvement and other funds, and follow a 'healthy homes checklist' created by CAPC to make needed improvements.
- *Long-term Housing Affordability:* LPCCD will explore options for preserving long term affordability for new and existing Lincoln Park homeowners, including possibly partnering with the Essex County Land Trust, soon to be managed by CAPC, to add homes to the Land Trust's portfolio.

Focus Area #3: Economic Development

To support the area's growing cachet as an arts district and ensure that residents have the skills needed to enter into the established and emerging finance, clean energy, green infrastructure, information technology, and professional service jobs available in Newark and the surrounding region, the strategies set in this section aim to improve workforce development and economic opportunity in Lincoln Park. Additional strategies specifically seek to promote black and brown wealth for entrepreneurs, and artists looking to create businesses, increase the number and variety of goods and services available locally, and expand access to good, quality jobs.

Strategy 3.1: Create a thriving hub of neighborhood businesses

During community forums and focus groups, residents of the Lincoln Park neighborhood discussed their wish to see more small businesses and shopping options in their neighborhood. Currently, many residents have to take public transportation to get to retail stores, for local services such as dry cleaners or nail salons, and to do their grocery shopping.

With more than 20 vacant storefronts in the Lincoln Park neighborhood, there is ample opportunity to work with property owners and residents to encourage investment, attract new businesses, and help existing businesses expand or find new space in the neighborhood.

Activities:

- *Attractive & affordable storefronts:* LPCCD will look to leverage public and private dollars to ensure that the vacant storefronts are affordable for existing and new neighborhood businesses and entrepreneurs looking to open their first brick-and-mortar location. LPCCD will look to models being implemented by others around the state who provide funding to ensure commercial rents are affordable during a business's start-up phase and, also make available guidance and funding to enhance the appearance of a business's facade.
- *Clustered economic development:* The clustering of businesses breeds economic activity and helps to lift each business's fortune. In Lincoln Park specifically, extra attention will be paid by LPCCD to develop and support a cluster of arts and other 'creative' enterprises, building on the significant number of artists currently in the neighborhood.
- *Neighborhood branding & district development:* LPCCD will work with organizations such as Newark Downtown District & Forward Ever Sustainable Business Alliance to market the

neighborhood as a great place to live, work, and shop as well as to assist in the organization of merchant committees of neighborhood businesses to develop cooperative strategies.

- *Retail wish list:* LPCCD will work with resident leaders, local officials, and other stakeholders to ensure that the desire for a variety of new businesses (e.g. sit-down restaurants/eateries, boutique shops, dry cleaners, a grocery store, etc.) in Lincoln Park is conveyed to potential developers or businesses interested in locating in the City of Newark. LPCCD will also help to identify potential sites within some of the mixed-use properties targeted for redevelopment.

Strategy 3.2: Develop the next generation of Newark's workforce

With educational attainment slightly below the city-wide rate, many residents of Lincoln Park are not in a position to be employed in the clean energy, green infrastructure, technology, finance, logistics, and healthcare jobs that are already present or are coming to the Greater-Newark region. Community forums revealed that residents were concerned about job prospects and during a focus group held at Great Oaks Legacy Charter School, students talked about the need to prepare for the 'new economy' and 'jobs that might not exist yet.' Partnerships in the education space as well as new partnerships with entrepreneurial and small business training providers, will be crucial as the LPCCD and the City of Newark look to increase the percentage of Newark residents working in Newark-based jobs and seek to build wealth and income for Newark residents.

Activities:

- *Youth job readiness & education:* LPCCD will partner with several local organizations such as Leaders for Life and Newark Opportunity Youth Network to offer neighborhood youth access to high-quality educational and job readiness programs.
- *Newark 2020 & youth employment:* LPCCD should work with local educational institutions and the One Stop center, located within the Lincoln Park neighborhood, to host information nights about the City's summer youth employment program, training programs and other educational programs designed to prepare teens, young adults, and others interested in making a career transition to jobs in the 21st Century economy.
- *Small business & entrepreneurship training:* LPCCD will coordinate with local and regional partners such as Rising Tide Capital, Greater Newark Enterprises Corporation, and UCEDC to provide entrepreneurship training, small developer/contractor training, and build on the coursework and programs available at local colleges and universities and the City's One Stop center.

Focus Area #4: Community Empowerment & Resident Leadership

Residents of Lincoln Park have proven, time and again, that they are leaders – in their children's schools, in the workplace, and in the community – and now they will build on this track record more formally. Much of this plan's success hinges on organizing and empowering residents and existing groups to own and continue to address their everyday challenges. This section envisions strategies that will help residents and stakeholders find and exercise their collective voice.

Strategy 4.1: Organize and strategize to affect change

LPCCD has been a convener of residents, artists, and stakeholders throughout its history. To take the next step – to strategize with organized residents and stakeholders on how to effect change – LPCCD will take

a more focused approach to community organizing. The strategies in this section set the stage for a future where residents of the Lincoln Park neighborhood are once again the leading citizens of Newark.

Activities:

- *Hire a community organizer and build an organizing program:* LPCCD will hire a community organizer who will help to plan and manage community meetings and develop a resident empowerment framework where meetings are about identifying solutions to problems, identifying promising strategies, and enlisting resident leaders to implement them.
- *Educate residents & advocate for change:* LPCCD's community organizer will work with groups such as the Newark Civic Trust to plan educational workshops around issue areas relevant to resident leaders. LPCCD staff and resident leaders will leverage their relationships with local officials and corporate partners to advance policies that advance the equitable revitalization of the Lincoln Park neighborhood.
- *Support neighborhood events:* The community organizer will help residents and stakeholders plan events that will draw in more residents to enhance momentum and cohesion and increase participation in the overall neighborhood revitalization initiative.

Strategy 4.2: Develop the leadership capacity of residents and partner organizations

As opportunities and challenges arise, the residents and partner organizations working in the Lincoln Park neighborhood must be ready to respond. Resident leadership must be at the forefront of this plan, its goals, and its strategies; moreover, resident leaders must be at the table when decisions are being made. Identifying leadership opportunities and training residents to take this initiative and responsibility will be a crucial outcome of this plan. Further, LPCCD will need to rely on partner organizations to advance the goals of this plan. Helping those organizations grow their capacity, jointly applying for funding, and working together to measure the impact of their work will benefit them and the Lincoln Park neighborhood over the long term.

Activities:

- *Resident leadership:* LPCCD will connect residents to established leadership development programs both locally (Leadership Newark) and nationally (Community Leadership Institute – NeighborWorks America) with the goal of elevating resident leaders into positions of responsibility (e.g. LPCCD Board membership, appointment to City boards/commissions, leading block associations and neighborhood programs, etc.).
- *Capacity building & community partnerships:* Many other non-profit and socially conscious for-profit businesses operate in the neighborhood and contribute to the vibrant social and economic fabric. Over the next 5-10 years, LPCCD and its partners will work intentionally to build the capacity of these organizations to help advance the goals and strategies found in this plan by sharing in resource development and the creation of outcome-based agreements.

Focus Area #5: Mobility, Infrastructure, & Safety

This section proposes strategies to improve residents' ability to get around the neighborhood, the state of neighborhood infrastructure, and the safety of residents. The strategies seek to make investments in

public spaces, so that the Lincoln Park neighborhood is well-functioning, provides a variety of connections in and around the region, and is a safe place to live, work, and recreate.

Strategy 5.1: Make it easier to get around

A full 25% of households in the neighborhood do not own cars, and 22% of residents utilize one of the 14 bus lines that run in the neighborhood to get to work. Households that do own vehicles often struggle to find parking as a mix of multi-unit houses and an influx of commuters parking in the neighborhood contributes to oversubscribed streets. The low rate of car ownership, coupled with the relatively high rate of public transit usage, intensifies the need for safe streets and reliable public transportation. This goal will be realized by advocating for proven strategies and improvements and testing new ideas to make an already efficient transit system better.

Activities:

- *Advocate for a new PATH station:* LPCCD and its partners will work with residents to support the proposal to build a PATH station between Newark Penn Station and the proposed station at the Airport. This advocacy effort will prioritize not only the physical development of the station, but also a community benefits agreement linked to jobs and other benefits.
- *Explore dedicated bus infrastructure on Broad Street:* This plan proposes advocating for the City and County to undertake a traffic study that explores the feasibility of creating a designated bus lane along Mayor Kenneth A. Gibson Boulevard (Broad Street) to begin addressing congestion issues. LPCCD will also coordinate with the City, NJ Transit, and other entities to build and maintain bus shelters in the neighborhood.
- *Safe cycling network:* LPCCD will work with residents to advocate for investment in the development of an interconnected network of bicycle infrastructure in and around the Lincoln Park neighborhood, to increase transportation options, spur healthier lifestyles, create opportunities for civic and social engagement, and promote additional economic development.

Strategy 5.2: Improve neighborhood infrastructure

Neighborhood residents bemoaned the state of the physical infrastructure in the Lincoln Park neighborhood as lacking – especially compared to the rest of the central business district. Residents want to see improvements to the network of sidewalks and bicycle lanes in the neighborhood as well as the crosswalks and bus shelters. Where possible, green infrastructure treatments should be incorporated to increase projects' long-term sustainability and to help make residents, and the City of Newark, healthier. As the neighborhood looks to attract more pedestrian traffic through new and improved small businesses and storefronts, sidewalk infrastructure will be especially necessary (e.g., benches, garbage cans, and street trees). Strategies to advance this goal rely on a strong partnership between public, private, and non-profit organizations.

Activities:

- *Green Infrastructure:* LPCCD will work with local players (e.g., Newark DIG, Newark Office of Sustainability) to target pilot and permanent interventions in the neighborhood to prevent localized flooding and increase the neighborhood's green space, such as the creation of more rain gardens, plantings, etc.

- *Pedestrian infrastructure improvements:* LPCCD and its partners will work with the City, County and State to prioritize improvements to streets, sidewalks, and crosswalks to calm major thoroughfares as part of future public works investments and redevelopment projects.
- *Parking management:* LPCCD will work with the City to pilot a resident restricted permit parking program in the neighborhood. Wayfinding signage will also be installed to direct commuters and visitors to nearby parking facilities.
- *Street trees & public space improvements:* LPCCD staff will work with groups such as the Greater Newark Conservancy and the Rutgers Master Gardeners program to develop an education/advocacy campaign to help residents and property owners better understand the benefits and maintenance of street trees. Placemaking installations such as temporary infrastructure, attractive street seating, and bicycle parking facilities can complement or supplement other amenities sought by the community.

Strategy 5.3: Every resident feels safe

Every resident wants to feel safe in their home, their neighborhood, and their City. Many social and economic factors have contributed to the fact that more than 54% of residents who responded to the neighborhood survey said they feel unsafe in the neighborhood. LPCCD and its partners have an obligation to help reduce that percentage and to make strides toward making the Lincoln Park neighborhood a place where everyone feels safe. The strategies underpinning this goal, to be facilitated by the community organizer, require a collaborative approach among residents, public sector partners, and the neighborhood's non- profits to achieve.

Activities:

- *Public safety education & CPTED (Crime Prevention Through Environmental Design):* LPCCD, resident leaders, and other neighborhood partners should identify potential safety threats and work with a facilitator trained in CPTED techniques to develop a research-based framework to address them. Collectively implementing the resulting strategies, which could include such changes as installing better lighting, removing undergrowth, modifying landscaping, etc, will help to reduce real or perceived threats of crime in the neighborhood.
- *Community policing:* Lincoln Park residents and the Newark Police Department will come together to discuss strategies and plans that address residents' additional priority issues. Resident leaders can potentially help to organize neighborhood watches, educate fellow residents about the importance of 'see something, say something,' and help continue the "Coffee with a Cop" program.

Focus Area #6: Resident Services & Supports

As part of a more robust approach to neighborhood services and public health, LPCCD will look to develop explicit agreements with human service partners in and around the neighborhood. By establishing these agreements, LPCCD seeks to link residents with existing programs in the City while working to identify long-term services and supports for youth, senior citizens, and special populations more locally.

Strategy 6.1: Expand programming for youth and seniors

There are opportunities to enrich our lives all around us. In the Lincoln Park neighborhood, those opportunities are not reaching the youth and senior citizen populations. During the planning process, residents talked at length about the need to better connect these groups with existing programs in the City and the need to create new programs where gaps exist. Those connections and program gaps are the basis for the strategies listed in this section. These strategies will support the social, physical, and educational growth of the neighborhood's residents by taking a holistic view.

Activities:

- *After school activities:* To engage youth and to provide them with educational and productive programs while they are not in school, LPCCD will work with city-wide partner organizations to connect the Lincoln Park neighborhood's youth with existing programs and design new programs around the arts.
- *Senior citizens' activities:* LPCCD will work with educational partners including Rutgers, NJIT, and the schools in the neighborhood, to offer a mix of leisure (e.g. arts, book clubs, non-credit courses, knitting) and active (walking groups, yoga) programs for seniors to participate.

Strategy 6.2: Connect residents to opportunities to increase health and wellness

Health and wellness are more than just buzzwords – they represent a way of life that many people aspire to achieve. Throughout the planning process, every partner, resident, and stakeholder expressed their desire for all who are a part of the Lincoln Park neighborhood to be healthy and well. Residents, visitors, and even those who work in the neighborhood can help to advance this goal. The strategies presented here focus on the physical health of residents, access to high-quality services for those needing them, especially at-risk populations, and a continued push to address systemic health and wellness issues that impact all of us.

Activities:

- *Sustainable health & wellness:* LPCCD will collaborate with CareSparc Consulting to offer their Sustainable Health and Wellness Initiative. This initiative expands access to care and services for residents while promoting awareness of and the adoption of healthier behaviors through a customized educational curriculum and information campaign.
- *Partnership with the therapeutic community:* LPCCD will work with Integrity House and CURA to integrate their programs into neighborhood-wide initiatives. Recreational programs, classes, and activities offered throughout the neighborhood could be beneficial to Integrity House and CURA clients.
- *Homelessness intervention:* LPCCD will work with local organizations (e.g. Hope One Van) and municipal officials to provide resources and referrals to those experiencing homelessness. LPCCD will also participate in the annual Point-In-Time homeless count to better understand the situation in Lincoln Park.

NRTC Investment as a Catalyst

The Lincoln Park Action Plan sets forth aggressive yet achievable goals for the revitalization of the neighborhood along with a path to building black and brown wealth. This plan envisions new public, private, and philanthropic dollars being invested within the neighborhood. Over the past five years, LPCCD has attracted more than \$2 million in philanthropic support to fund programs and support revitalization efforts. Further, the City of Newark has invested in the revitalization of Lincoln Park by updating landscaping and adding a new public statue. The piloting of a Bike Share system in Lincoln Park will provide additional transit options to Neighborhood residents. Additionally, the City's investment in a mobility study will help to catalyze strategies around bicycle and pedestrian safety in this Plan.

This plan proposes activities, especially around Housing & Economic Development, which will catalyze private investment in the neighborhood. Specifically, the reimagining of under-developed properties along Broad Street and Halsey Street will increase density, provide modern commercial spaces, and bring much needed housing to the neighborhood. Further, incremental infill housing development will reduce the number of unkempt vacant lots in Lincoln Park and provide new opportunities for rental housing and homeownership. Local, small-scale developers will have a chance to build on these lots and grow their income and wealth. In terms of Economic Development, LPCCD hopes to support artists, entrepreneurs, and micro-enterprises as they begin to offer goods and services to the broader community.

Making the Lincoln Park Neighborhood an attractive place to live, work, and recreate is a goal of this plan. Strategies around Mobility, Infrastructure, & Safety will ensure the Lincoln Park Neighborhood will remain an even more walkable and desirable section of the City for the next generation of Newarkers. Advocating for and supporting the implementation of public infrastructure improvements will make streets and sidewalks safer for residents and visitors.

Lastly, this plan's focus on Arts, Culture, & Recreation seeks to drive home the fact that we believe the Arts to be a vital driver of the revitalization of Lincoln Park. In partnership with Newark Arts and Newark Symphony Hall, we are actively working to realize the implementation of the plan's strategies related to this focus. Over the next ten years, we envision the visual, performing, and other forms of art driving public, private, and philanthropic investment to the Lincoln Park Neighborhood.

PROJECTED STRATEGIES, ACTIVITIES & OUTCOMES

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
<p>Strategy 1.1: Increase the infrastructure for artists to thrive and provide accessible, affordable arts and cultural programming for the Lincoln Park community</p>	<p><i>Develop or Preserve Arts Spaces in Lincoln Park</i></p>	<p>Preserve 5 existing arts spaces in Lincoln Park</p> <p>Develop/Create 15-20 new arts spaces in Lincoln Park</p>	<p>Significant increase in arts spaces advances expansion of arts/cultural district, supports & attracts additional artists and arts programming & expands an arts based economy.</p>	<p>Neighborhood Parcel Survey</p>
	<p><i>Public Art Program</i></p>	<p>Convene a 5-10 member neighborhood arts steering committee to guide programming</p> <p>Complete 25 public art installations</p>	<p>Building out of visual aspect of the arts district with guidance of committed residents & art community leaders leads to increased resident engagement, support for local artists, and resident satisfaction in the neighborhood's activity offerings and appearance.</p>	<p>Committee roster, attendance lists</p> <p>Resident survey</p> <p>Photos/Press Coverage</p>
	<p><i>Leverage the Lincoln Park Music Festival</i></p>	<p>The Lincoln Park Music Festival achieves 75% cost coverage by sponsors and increases annual attendance to 65,000 people</p> <p>Year-round arts and culture program series developed featuring 3-5 emerging, Newark-based artists annually</p>	<p>Festival's success leveraged to increase its size and sustainability and generate spin-off programming that supports the success of individual artists in the district.</p>	<p>Lincoln Park Music Festival records</p> <p>Calendar of events</p> <p>End of year interviews with featured artists</p>

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>Joint programming</i>	Conduct at least 1 new, jointly branded program with Newark institutions annually reaching 50 residents to address youth after-school activities & senior activities	Affordable arts and culture programming expands over time to create a rich set of offerings for residents – especially youth and seniors.	Calendar of events Participant surveys
Strategy 1.2: Improve recreational spaces and programming for all residents in the Lincoln Park Neighborhood	<i>Invest in Public Parks</i>	Conduct 125 days of programming in neighborhood parks per year Have 250-300 daily users of Lincoln Park	Expanded park programming satisfies residents' desire for range of entertainment, exercise and educational activities and increases sense of safety.	Calendar of events Resident survey Periodic sampling of park users
	<i>Create New Recreational Opportunities</i>	Host 5-10 programs in Jackson Park & Clinton Avenue Park Develop temporary recreational opportunities in neighborhood vacant lots	Activation of additional parks and lots creates more recreational options for residents of other parts of the neighborhood, and improves the condition and sense of safety in additional public spaces.	Calendar of events Before/After Photos Resident surveys
Strategy 2.1: Develop new housing units in the Lincoln Park	<i>Spur development of Church Façade Site and adjacent</i>	Plans created for the Façade site & surrounding parcels and implemented in partnership with	Carrying out this undertaking will deliver a unique source of pride for residents (the preserved façade), help LPCCD	Parcel survey Resident survey

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Neighborhood	<i>properties</i>	adjacent property-owners to yield a minimum of 150 housing units and 5 commercial spaces, including at least 30% affordable homes.	progress toward its goal of 250 residential units over the next 10 years, and advance the neighborhood's economic goals of bringing in new businesses, including arts uses.	
	<i>Complementary incremental infill development</i>	Another 100 additional homes and apartments co-developed or catalyzed by LPCCD on at least 10 vacant or underutilized lots in the neighborhood	Creation of at least 100 new rental and home ownership opportunities for current & future residents, at least 30% of them affordable, will help ease local housing need, and reduce the number of vacant properties in Lincoln Park by 50%.	Neighborhood Parcel Survey
	<i>Affordability for all</i>	Actively engaging at least 20 residents and local developers in the creation of affordable housing units in Lincoln Park.	An increase in the number of affordable housing units in Lincoln Park with at least 10 resident leaders taking place in advocacy efforts.	Property Ownership records
	<i>Homeownership</i>	Number of homeowner occupants in the neighborhood increased by at least 15, with help of homeownership counseling and down payment assistance where necessary	Net increase of 10% owner occupied housing units, increasing family stability, wealth and investment in neighborhood.	Property Ownership records

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Strategy 2.2: Preserve and create quality, affordable housing in Lincoln Park	<i>Improving existing homes and making them healthy</i>	Administer a small home repair initiative that draws on a range of available programs to deliver health and safety improvements to at least 50 low income homeowners	Housing stock preserved and displacement threat avoided for elderly or low-income residents unable to keep up their homes.	Parcel survey Before/after pictures Program records
	<i>Long-term Housing Affordability</i>	Up to 20 homes transferred to the Essex County Land Trust or otherwise preserved as affordable	Transferring both newly developed units as well as homes that are currently rented or owner occupied to land bank can help protect their occupants from displacement as the surrounding real estate market heats up.	Property Ownership records Land bank occupancy records
Strategy 3.1: Create a thriving hub of neighborhood businesses	<i>Attractive & affordable storefronts</i>	At least 10 new businesses open in Lincoln Park and 5 businesses upgrade to better space	Commercial storefronts improved through facade/space improvements; at least 33% reduction in vacancies help attract both businesses and customers to Lincoln Park.	Commercial Storefront Survey
	<i>Clustered economic development</i>	At least 5 new arts related businesses open in Lincoln Park and locate in close proximity to other arts uses	Clustering of similar themed businesses helps to create synergy and cross marketing.	List of Neighborhood Businesses

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>Neighborhood branding & district development</i>	Business association developed to help create promising branding and marketing strategies; Customized branding plan and promotional campaigns/events executed to increase street traffic and sales	Promotional activities and support succeed in increasing sales, increasing viability of businesses, expanding jobs, and improving residents' access to a desirable mix of products and goods and satisfaction with the neighborhood.	Neighborhood Business Survey
	<i>Retail wish list</i>	Among the businesses that are recruited to or open in the neighborhood, at least half of them are business types named on community residents' "Retail Wish List"	Successful efforts to recruit business types desired by residents- including sit-down restaurants, boutique shops, dry cleaner, grocery store, etc, allow residents to shop locally, support local businesses and keep their spending power in the neighborhood.	List of Neighborhood Businesses or parcel survey
Strategy 3.2: Develop the next generation of Newark's workforce	<i>Youth job readiness & education</i>	Reduce the percentage of Lincoln Park residents without a high school degree by 10%	Targeted efforts to match at risk neighborhood youth to available educational and job-readiness programs lowers drop-out rate and sets more young residents up for future success.	ACS Data
	<i>Newark 2020 & youth</i>	Percentage of residents under the age of 29 who	Increasing employment rate of neighborhood	ACS Data

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>employment</i>	are unemployed reduced by 10%	youth increases family income and self-esteem and enhances public safety.	
	<i>Small business & entrepreneurship training</i>	Support at least 10 prospective entrepreneurs to create small businesses Graduate 20-30 start-ups, existing entrepreneurs, and small developers/contractors from small business training courses	Increased number of home-grown businesses enhances local entrepreneurship, increases jobs provided in the Neighborhood by businesses with 20 or fewer employees, and helps occupy vacant storefronts.	ACS & Bureau of Labor Statistics Training course participant data and alumni surveys
Strategy 4.1: Organize and strategize to affect change	<i>Hire a community organizer & build an organizing program</i>	At least 15-20 resident leaders enlisted and developed by new community organizer, who works with them to hold regular community meetings aimed at identifying potential solutions to community issues and participatory strategies to achieve them. Leadership group engages in at least 3 issues campaigns per year to improve neighborhood conditions.	Successful campaigns around such issues as obtaining park improvements, addressing safety issues, increasing voter registration and turnout, reducing litter, or getting a new bus stop in the neighborhood result in measurable quality of life improvements, and an increased sense of neighborhood efficacy and power in relation to decision makers.	Resident surveys Visual survey of neighborhood Essex County Voter Data in Clerk's Office Other data source depending on issue

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>Educate residents & advocate for change</i>	A leadership development curriculum established and delivered in partnership with the Newark Civic Trust or similar organization to educate at least 15 residents on important issues and how decisions are made at the local and state levels. Elected and appointed officials included in workshops to enhance access for residents and discuss issues	Regular training enhances understanding by residents on how decisions are made and what types of activities can influence them, and helps gradually expand resident leadership pool.	Calendar Workshop curriculum and attendance
	<i>Support neighborhood events</i>	Work with resident leaders to plan and execute at least 10 neighborhood meetings, 3 programs, and 2 events annually. Increase participation among residents attending events and programs	Increased participation among residents in planning, executing, and attending events and programs expands sense of social cohesion and positive momentum in neighborhood.	Calendar Event attendance Resident surveys
Strategy 4.2: Develop the capacity of residents and partner	<i>Resident leadership</i>	Advocate for at least 10 - 15 residents to be placed on decision-making boards or advisory bodies that	Pipeline of leaders developed through local organizing campaigns and training, and through participation in other	LPCCD Board Roster Municipal Board/Commission

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
organizations		affect neighborhood issues, including but not limited to the LPCCD Board of Directors, municipal boards/commissions, boards of partner organizations, and other city institutions	leadership programs such as NWA's Community Leadership Institute Leadership Newark or Lead NJ, helps increase neighborhood influence over decisions on local issues of concern.	Rosters Press or social media coverage
	<i>Capacity building & community partnerships</i>	Stakeholder advisory board developed to support implementation of plan Formal MOUs codified with at least 2 partner organizations to advance specific goals of this plan	Intentional discussions and agreements developed with stakeholders and partners help advance goals of plan, especially in capacity areas not held by LPCCD. Collaborative resource development efforts help ensure success of those organizations and activities.	LPCCD website LPCCD records
Strategy 5.1: Make it easier to get around	<i>Advocate for a new PATH station</i>	Plan and execute dedicated issue campaign to win new PATH station for neighborhood, with likely tactics to include some combination of meetings with municipal/Port Authority officials, op-ed pieces, post cards, events, and negotiations by representative/resident leaders for a Community-Benefits Agreement	Construction of new PATH station improves mobility of residents and job holders in the neighborhood, and brings ancillary benefits such as jobs and vendor contracts to Lincoln Park.	Tracking of data on usage of new station; tracking of items in Community Benefits Agreement Press coverage Photos

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>Explore dedicated bus infrastructure on Broad Street</i>	Plan and execute issue campaign with residents to achieve a dedicated bus lane on Broad Street. Tactics to include meetings with municipal/county traffic officials, op-ed pieces, social media to expand awareness, and proposal to partner with local officials to pilot/test long-term improvements to bus infrastructure.	Dedicated bus lane improves mobility and safety of public transit users.	Before and after photos
	<i>Safe cycling network</i>	Plan and execute issue campaign with residents to lead to the development of 2 miles of bicycle infrastructure in Lincoln Park. Tactics to include meetings with municipal/county traffic officials, participation in city council meetings, events organized by resident leaders to draw attention to the issue, etc.	Completion of 2 miles of bicycle infrastructure in Lincoln Park adds safe alternative for residents and those employed in the neighborhood to get to and from work, as well as additional exercise options.	City of Newark records Before and after photos
Strategy 5.2: Improve neighborhood	<i>Green Infrastructure</i>	Work with the Newark Office of Sustainability to identify impactful	Pilot green infrastructure projects and broader implementation efforts to	Before and after photos

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
infrastructure		green infrastructure strategies; pilot 2 strategies for implementation then work to implement more widely	address such issues: localized flooding, lack of street trees, runoff, etc.	City records on tree coverage, streets that flood, etc.
	<i>Pedestrian infrastructure improvements</i>	Install countdown clocks at 4 neighborhood intersections All crosswalks are repainted/marked at least every 2 years	Successful installation of countdown clocks and regularly maintained crosswalks result in safer streets for pedestrians and fewer accidents.	City of Newark records Before and after Photos
	<i>Parking management</i>	Resident group undertakes campaign to improve parking situation in Lincoln Park, to include such elements as more permit parking, better traffic enforcement and wayfinding signage highlighting Newark Parking Authority lots Pilot a resident parking permit program Install wayfinding signage highlighting Newark Parking Authority lots	An increase in predictable parking options for both residents, visitors and those who work in the neighborhood increases safety and satisfaction for all.	Before and after photos Resident & business surveys

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>Street trees & public space improvements</i>	<p>Complete 25 public art installations</p> <p>Install at least 10 permanent public space improvements (e.g. benches, decorative garbage cans)</p> <p>Plant and maintain 75 new street trees in the neighborhood</p>	<p>Successful completion of public art, streetscape improvements and tree plantings lead to increased resident satisfaction, easier job attracting new businesses and residents, and more foot traffic for businesses.</p>	<p>Press coverage</p> <p>Before/After photos</p>
Strategy 5.3: Every resident feels safe	<i>Public safety education & CPTED</i>	<p>Achieve 100% working streetlights in Lincoln Park</p> <p>Convene at least 1 public safety meeting annually to update knowledge of issues and solutions</p> <p>Complete 1 CPTED evaluation for the neighborhood and implement recommendations</p> <p>Create a 7 person CPTED action team</p> <p>Hold at least 40 “Coffee with a Cop” sessions</p>	<p>Implementation of range of public safety improvements both improves residents' sense of personal safety and actually lowers crime rates in the neighborhood.</p>	<p>Neighborhood Streetlight inventory</p> <p>NPD crime statistics for neighborhood</p>
	<i>Community</i>	Work with police	50% reduction in the	Neighborhood

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<i>policing</i>	annually to review progress and update community policing routes and strategies.	percentage of residents who feel safety was “poor” or “very poor” by half in representative sample.	survey
Strategy 6.1: Support residents’ social and physical growth	<i>After school activities</i>	Ensure 100 neighborhood youth are participating in after-school programming.	Reduction in nuisance incidents, more youth later connected to career development programs in their areas of interest.	Neighborhood survey Participant survey
	<i>Senior citizens’ activities</i>	Develop and sustain 1-2 new programs specifically geared toward seniors to improve health and increase social opportunities that engage 50 - 75 seniors annually	At least 80% of participants report significant improvements to their physical and social wellbeing.	Neighborhood survey Calendar of events Participant survey
Strategy 6.2: Connect residents to health and wellness	<i>Sustainable health & wellness</i>	Build out and publicize comprehensive health and wellness initiative that: Engages at least 100 neighborhood residents in health-education programming annually; Assists at least 20 residents in signing up for healthcare coverage Hosts 1 health fair	Increasing numbers of residents know how to engage in preventive health care actions they can take and access health care providers when necessary, resulting in a lower incidence of chronic issues such as: high blood pressure, obesity, and asthma.	Neighborhood survey Public Health records Calendar of events

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
		<p>annually</p> <p>Hosts at least 1 healthcare institution-sponsored event in Lincoln Park annually</p>		
	<i>Partnership with the therapeutic community</i>	Achieve attendance from at least 20 CURA/Integrity House clients at neighborhood events annually	CURA/Integrity House clients feel more integrated into the community, while residents become more accepting of them.	<p>CURA/Integrity House records</p> <p>Participant surveys</p>
	<i>Homelessness intervention</i>	<p>Monitor extent of homelessness in neighborhood and create effective referral network among local and citywide organizations.</p> <p>Attract 5-10 volunteers to assist with annual Point-In-Time homeless count.</p>	Increased collaboration and expanded understanding of local homelessness issues leads to homeless individuals receiving support more quickly.	LPCCD records

PROJECTED ACTIVITIES BUDGET & TIMETABLE

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>Develop or Preserve Arts Spaces in Lincoln Park</i>	\$9,500,000	LPCCD, NRTC, City of Newark, Private Equity, Philanthropy	Acquisition & Development/ Rehab Costs, Operating Costs	LPCCD to lead site selection, overall project management, and assist with programming; Development partners will perform construction/rehab	Long Term (5+ Years)
<i>Public Art Program</i>	\$250,000	LPCCD, NRTC, Newark Arts, Philanthropy	Art Installations	LPCCD will work with Newark Arts to identify artists and spaces in Lincoln Park for public art installations	Medium Term (3-5 Years)
<i>Leverage the Lincoln Park Music Festival</i>	\$450,000	Corporations, Newark Arts, Philanthropy	Support for year-round arts festival programming	LPCCD will open up new opportunities for musicians and artists to perform outside of the normal Lincoln Park Music Festival	Short Term (1-2 Years)
<i>Joint Programming</i>	\$30,000	LPCCD	Promotional materials; subsidies for event costs	LPCCD will manage this program	Short Term (1-2 Years)
<i>Invest in Public</i>	\$3,500,000	NRTC, City of	Park improvement	LPCCD to provide programming; City of	Medium Term (3-5 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>Parks</i>		Newark	s and programming	Newark to own, maintain, and upgrade public parks	Years)
<i>Create New Recreational Opportunities</i>	\$225,000	NRTC, Philanthropy	Develop temporary/pop-up recreation spaces; recreational programming	LPCCD will build inventory of mobile games and play equipment and work to develop temporary/pop-up recreational opportunities/programming	Medium Term (3-5 Years)
<i>Spur development of Church Facade Site and adjacent properties</i>	\$40,000,000	Private Equity, LPCCD, RBH Group, NRTC, CAPC	Soft costs and hard costs associated with the development of Church Facade Site and surrounding vacant/underutilized parcels	LPCCD, CAPC, and other partners will lead the development of complementary uses on these sites with a particular focus on uses highlighted during the planning process	Long Term (5+ Years)
<i>Complementary incremental infill development</i>	\$7,500,000	Private Equity, LPCCD, NRTC, CAPC	Soft costs and hard costs associated with infill development & property rehabilitation	LPCCD, CAPC, and other development partners will lead development of vacant and abandoned properties in Lincoln Park	Medium Term (3-5 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>Affordability for all</i>	\$75,000.00	LPCCD	Advocacy and development of long-term affordability strategies for neighborhood housing	LPCCD will work with NJCC and other partners to develop and implement these strategies	Long Term (5+ Years)
<i>Homeownership</i>	\$300,000	LPCCD, NRTC	Program costs associated with organizing and conducting homeownership workshops and down-payment assistance grants to qualified homebuyers purchasing in the neighborhood	LPCCD will administer this activity in partnership with local housing counseling organizations	Medium Term (3-5 Years)
<i>Improving existing homes and making them healthy</i>	\$6,750,000	LPCCD, CAPC, NRTC, Philanthropy	Incentivizing critical home repairs and partnering with local contractors to carry out	LPCCD will administer this program based on a model developed by NJCC/CAPC	Long Term (5+ Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
			repairs		
<i>Long-term Housing Affordability</i>	\$5,000,000	LPCCD, City of Newark, forthcoming Newark Land Bank, Invest Newark, CAPC, Philanthropy	Preserve long-term affordability of housing in Lincoln Park through partnership with local Land Trust	LPCCD will work with partner organizations to ensure Neighborhood properties are made permanently affordable; local Land Trust will ultimately own properties	Long Term (5+ Years)
<i>Attractive & affordable storefronts</i>	\$550,000.00	LPCCD, Invest Newark, NRTC	Incentivizing beautification of storefront awnings and windows; commercial rent buy-downs/subsidies	LPCCD will administer this program; Invest Newark will provide assistance/support	Long Term (5+ Years)
<i>Clustered economic development</i>	\$60,000.00	LPCCD, Invest Newark	Advocacy, marketing, and support to attract businesses to Lincoln Park	LPCCD will work with Invest Newark to implement this strategy	Long Term (5+ Years)
<i>Neighborhood branding &</i>	\$150,000.00	LPCCD, NRTC, Newark	Branding and marketing	LPCCD will contract with a firm to	Short Term (1-2

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>district development</i>		Downtown District	support to generate private investment and interest in Lincoln Park housing and businesses	conduct branding/district development services; Newark Downtown District will support this effort	Years)
<i>Retail wish list</i>	\$20,000,000	LPCCD, Invest Newark, NRTC, NJCC	Commercial rent buy-downs, facility loans, and other incentives necessary to attract business to Lincoln Park	LPCCD will work with Invest Newark to administer this program	Medium Term (3-5 Years)
<i>Youth job readiness & education</i>	\$250,000.00	LPCCD, Leaders for Life, City of Newark, NRTC	Support for youth and young adults looking for employment training and support earning a high-school degree/GED	LPCCD will administer this program; Leaders for Life will serve as a partner working with school age students	Short Term (1-2 Years)
<i>Newark 2020 & youth</i>	\$275,000.00	LPCCD, NRTC, Philanthropy	Practical work experience for	LPCCD will work with the Newark One-	Medium Term (3-5

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>employment</i>			youth; internship stipends	Stop to support youth employment opportunities; LPCCD will also engage neighborhood businesses and institutions to hire summer youth employees	Years)
<i>Small business & entrepreneurship training</i>	\$250,000.00	LPCCD, Trainers, NRTC	Program costs for entrepreneurship training	LPCCD will work with training entities/consultants to manage this program	Short Term (1-2 Years)
<i>Hire a community organizer & build an organizing program</i>	\$800,000.00	LPCCD, NRTC, Philanthropy	Employ a community organizer	LPCCD or partner to employ an organizer. LPCCD staff to set community organizing agenda; NJCC will support development of organizing program	Short Term (1-2 Years)
<i>Educate residents & advocate for change</i>	\$60,000.00	LPCCD, NRTC	Community trainings, materials, refreshments, meeting space	LPCCD to contract with training providers; NJCC to support	Short Term (1-2 Years)
<i>Support neighborhood events</i>	\$200,000.00	LPCCD, NRTC, Philanthropy	Neighborhood events, activities	LPCCD to administer; resident leaders and local groups will plan and execute some	Medium Term (3-5 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
				programs and events	
<i>Resident leadership</i>	\$80,000.00	LPCCD, NRTC	Leadership trainings - trainers, curricula, materials, refreshments, meeting space	LPCCD to contract with trainers; NJCC to support	Medium Term (3-5 Years)
<i>Capacity building & community partnerships</i>	\$65,000.00	LPCCD	Technical support to small nonprofits & resident groups	LPCCD will contract with training providers; NJCC to support	Medium Term (3-5 Years)
<i>Advocate for a new PATH station</i>	\$25,000.00	LPCCD	Materials, meeting space	LPCCD will lead this project	Long Term (5+ Years)
<i>Explore dedicated bus infrastructure on Broad Street</i>	\$250,000.00	City of Newark, Essex County	Pilot interventions; installation and maintenance of bus shelter(s)	City of Newark and Essex County to implement; LPCCD to advocate and oversee bus shelter(s)	Medium Term (3-5 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
<i>Safe cycling network</i>	\$375,000.00	City of Newark, Essex County	Installation of pilot interventions; installation and maintenance of permanent cycling lanes	City of Newark and Essex County to implement	Long Term (5+ Years)
<i>Green Infrastructure</i>	\$175,000.00	LPCCD, City of Newark, Essex County	Installation and maintenance of pilot interventions and permanent infrastructure treatments	City of Newark and Essex County to implement; LPCCD to oversee aspects of maintenance and community engagement	Medium Term (3-5 Years)
<i>Pedestrian infrastructure improvements</i>	\$200,000.00	LPCCD, City of Newark, Essex County	Installation of pilot interventions; installation and maintenance of permanent treatments	City of Newark and Essex County to implement	Medium Term (3-5 Years)
<i>Parking management</i>	\$150,000.00	City of Newark	Wayfinding signage; Permit parking	City of Newark to implement; LPCCD to oversee community engagement	Short Term (1-2 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
			program pilot & start-up costs		
<i>Street trees & public space improvements</i>	\$300,000.00	LPCCD, City of Newark, Rutgers University Extension, Philanthropy	Planting of street trees; maintenance and resident education, public art installations	City of Newark to implement; Rutgers University Extension to provide trees; LPCCD to support ongoing maintenance and resident education	Medium Term (3-5 Years)
<i>Public safety education & CPTED</i>	\$250,000.00	LPCCD, City of Newark	CPTED training provider; pilot and full implementation of recommendations	LPCCD to contract with training provider and manage pilot project and full plan implementation	Short Term (1-2 Years)
<i>Community policing</i>	\$25,000.00	LPCCD	Advocacy; supply costs for “Coffee with a Cop” sessions	LPCCD to manage program	Short Term (1-2 Years)
<i>After school activities</i>	\$90,000.000	LPCCD, NRTC, Philanthropy	Youth participation subsidies; program administration	LPCCD will partner with local providers to provide programming/additional slots for	Short Term (1-2 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
			n support	neighborhood youth	
<i>Senior citizens' activities</i>	\$90,000.000	LPCCD, NRTC, Philanthropy	Program supplies and ancillary costs (eg transportation)	LPCCD will manage this program	Short Term (1-2 Years)
<i>Sustainable health & wellness</i>	\$200,000.00	LPCCD, University Hospital, CareSparc Consulting, NRTC	Individualized health plans; healthcare sign-up incentives	LPCCD will manage this program with CareSparc Consulting	Medium Term (3-5 Years)
<i>Partnership with the therapeutic community</i>	\$25,000.00	CURA, Integrity House	Program supplies; support for CURA & Integrity House for marketing, promotion, and other associated costs	LPCCD will manage this program	Medium Term (3-5 Years)
<i>Homelessness intervention</i>	\$100,000.00	LPCCD, City of Newark	Advocacy; supplies and associated costs to	LPCCD will manage with support from the City of Newark	Medium Term (3-5 Years)

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable Short (1-2 years) Medium (3-5 years) Long (5+ years)
			provide local interventions		
Projected Total Implementation Cost	\$98,180,000.00				