



SOUTHEAST GATEWAY NEIGHBORHOOD STRATEGIC PLAN



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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

The 2018 Southeast Gateway Neighborhood Plan was facilitated by a local planning committee and staff from the Gateway Community Action Partnership and was funded through a grant from the Wells Fargo Regional Foundation. The history of the planning process dates back to 2004 when an initial neighborhood plan was developed. That plan, entitled “A New Beginning”, was completed in March 2005 and a very successful implementation process followed that included a major, \$750,000 implementation grant from the Wells Fargo Regional Foundation. That planning effort resulted in a number of initiatives and important projects, including:

- The construction or renovation of almost 100 housing units
- The development of the Family Success Center
- Renovations to Neighborhood Playgrounds and Tot Lots
- Adopt a Block Initiative
- After School Programs for Youth
- New Signage and Streetscape Improvements

Building on that success, Gateway Community Action Partnership applied for a second planning grant in the fall of 2016. An award was announced by the Wells Fargo Regional Foundation in January of 2017. Gateway moved quickly to organize a new planning committee that would oversee the planning process and begin reaching out to the residents and stakeholders in the community.

Work on the new plan began with the creation of a Southeast Gateway Neighborhood Planning Committee shortly after the planning grant was announced in January 2017. This committee met monthly throughout the planning process and helped to facilitate a number of neighborhood and community-wide meetings to discuss issues and define the top planning priorities.

Residents and stakeholders identified a number of critical issues that needed to be addressed. They included abandoned and vacant homes and properties; the need for new lighting and streetscape improvements; issues involving public safety; new opportunities for retail and commercial development; jobs and job training; and programs for youth.

The neighborhood planning process also resulted in a very positive dialogue with City officials and other organizations. For example, a mobile police substation was acquired and deployed in the neighborhood; City officials began a dialogue with local businesses to direct truck traffic away from the minor residential streets; new investment in the Florida Avenue Industrial Park was initiated by the Cumberland County Improvement Authority; and a new circulation project was designed along NJ Route 49 to enhance traffic safety.

From the discussion of these and other issues at the various neighborhood meetings that were held, the Neighborhood Plan established three principal goals:

- Goal 1: Enhance Public Safety
- Goal 2: Advance Community and Economic Development
- Goal 3: Ensure Creativity and Sustainability

Within each of these principal goals, residents and stakeholders discussed a range of projects and initiatives that they wanted to see occur. The projects included those that could be developed in the short or near term, as well as those that would be “transformational” in nature and take much longer to realize. In particular, the transformational projects helped to provide a focus for other project priorities in key locations throughout the neighborhood that will provide the catalysts for neighborhood-wide revitalization. A list of these projects is as follows:

Goal 1: Enhance Public Safety



•Streetscape and Lighting Improvements



•Rerouting Truck Traffic away from Neighborhood Streets

•Construction of Bus Shelters for Children



•Development of a Permanent Police Substation



•Creation of a Neighborhood Watch Program

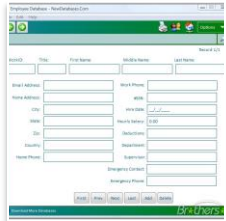


•Reconstruction of Streets and Sidewalks

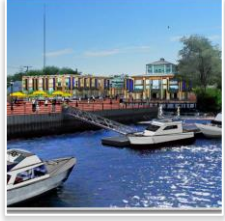
•Increased Community Policing



Goal 2: Advance Community and Economic Development



•Create a Neighborhood Job Training Database



•Create a Mixed Use Residential and Commercial Project at the Waterfront

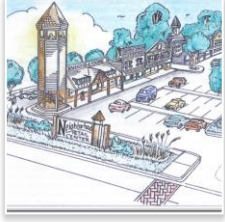
•Link Workforce Development Needs to Workforce Development Board (WDB) Opportunities



•Expand the Florida Avenue Industrial Park



•Demolish Abandoned Homes and Properties



•Develop the "Southeast Gateway Plaza"

•Provide Additional Affordable Housing



•Develop a Hospitality (Hotel/Conference) Project



Goal 3: Ensure Creativity and Sustainability



- Work with the City to Revitalize the former “Tin Can” Site



- Install Trash Receptacles at Key Locations

- Bring back “Unity Days”



- Develop an African American and Minority Entrepreneurial Center



- Work with the City to Target Code Violations as a means to Sustain Neighborhood Revitalization



- Work with NJ Future on Green Stormwater, Walking Paths, and Park Development

- Conduct Clean up Days



- Expand Florida Avenue Industrial Park



This is an aggressive agenda. Map 26 which appears on the following page (and later in the plan) illustrates three key transformational clusters where new investment should be prioritized and targeted. These clusters are built around the literal “gateway” to the neighborhood and the waterfront; the Florida Avenue Industrial Park; and the Tin Can Site. Investments targeted in and around these locations can then be catalysts for other types of revitalization in the neighborhood. The Plan provides a detailed “Implementation Matrix” that outlines the partnerships, funding sources, and key benchmarks in order to advance the initiatives outlined.

The Southeast Gateway Neighborhood Planning Committee will continue to meet in order to implement the plan. The American Littoral Society got involved to assist the Planning Committee to find funding to invest in “green stormwater infrastructure. Other agencies that can provide technical assistance and support for this effort can be engaged to help with plan implementation. The success of the plan will require tremendous leadership by both men and women in the neighborhood; consistent focus by the Planning and Program Director, the Planning Committee and the City; as well as other partners and agencies that can be significant resources for the neighborhood’s revitalization.

As President Barack Obama said:

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

Transformational Clusters



- ① Gateway
- ② Florida Avenue
- ③ "Tin Can" Site
- ④ Scattered Site Improvements
- 🔦 Street Lighting Priority Areas
- 🚏 Bus Shelters Priority Locations
- 📶 Hot Spots Mobile Substation Locations
- A Gateway Sidewalk Priority Area
- B Cherry Street School Sidewalk Priority Area

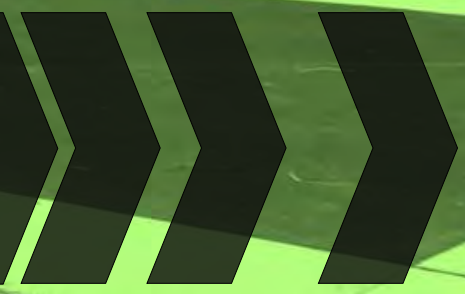
- 🟡 Street Cartway Repair Priority 1
- 🟢 Street Cartway Repair Priority 2
- 🟣 Street Cartway Repair Priority 3
- 🟤 Industrial Redevelopment
- 🟠 River Grove Redevelopment
- 🟡 Proposed Southeast Gateway Estates

Key Features

- ① Alms Center
- ② Cherry Street Elementary School
- ③ Cohanse River
- ④ Dunkin' Donuts
- ⑤ Food Specialization Center
- ⑥ John Wesley United Methodist Church
- ⑦ McDonalds
- ⑧ (Proposed) SEG Plaza Site
- ⑨ Rite Aid
- ⑩ Rutgers Food Innovation Center
- ⑪ Union Baptist Temple
- ⑫ Winchester and Western Railroad



INTRODUCTION





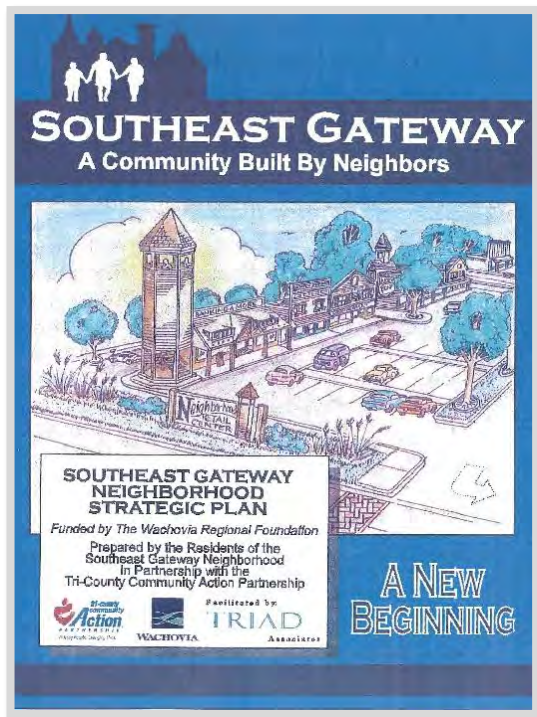
PLANNING



PROGRESS



OPPORTUNITY



2005 SOUTHEAST GATEWAY NEIGHBORHOOD PLAN

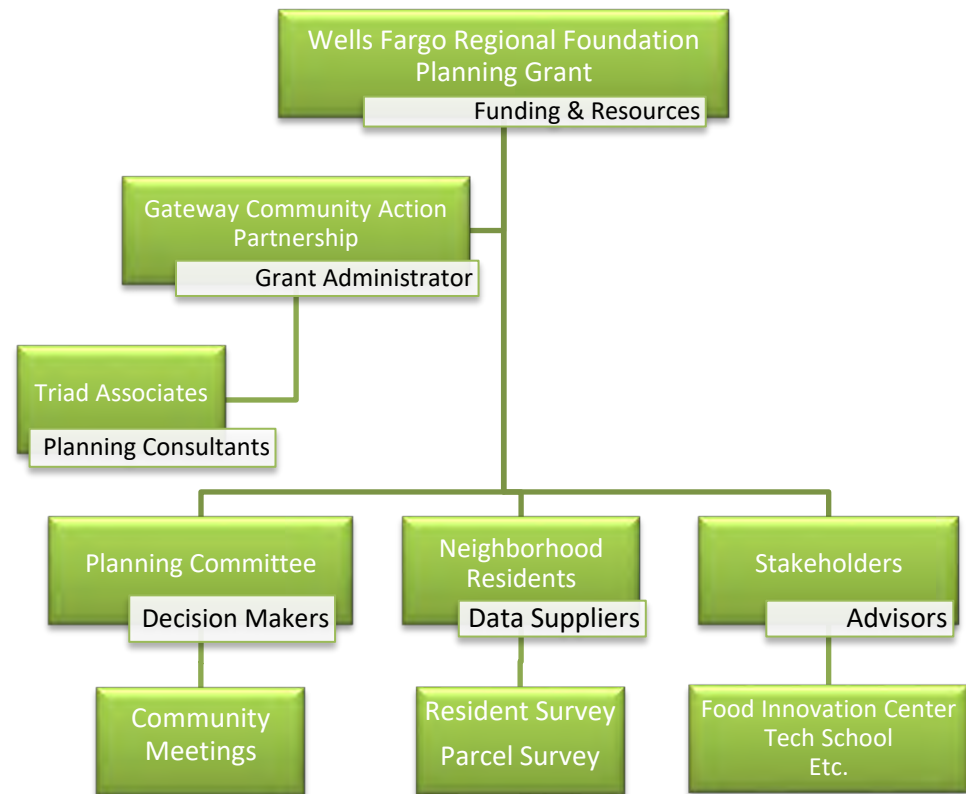
Those three words — “planning, progress and opportunity” — begin to capture the enthusiasm with which the Southeast Gateway Neighborhood in Bridgeton, New Jersey began a new and exciting phase in its effort to build a brighter future for its residents.

PLANNING

The first, early steps were taken in 2004 when the Tri-County Community Action Agency (now Gateway Community Action Partnership) received a grant from the Wachovia Regional Foundation (now Wells Fargo Regional Foundation) to initiate a neighborhood planning program. The resulting plan, entitled “A New Beginning”, was completed in March 2005 and a very successful implementation process followed that included a major, \$750,000 implementation grant from the Wells Fargo Regional Foundation.



Building on that success, Gateway Community Action Partnership applied for a second planning grant in the fall of 2016. An award was announced by the Wells Fargo Regional Foundation in January of 2017. Gateway moved quickly to organize a new planning committee that would oversee the planning process and begin reaching out to the residents and stakeholders in the community.



The steering committee is a group of volunteers that live, work or play in the Southeast Gateway Neighborhood. Many are residents of the Neighborhood representing a cross section of racial, spiritual, and ethnic backgrounds as well as various age groups. While many of the members are residents of the Neighborhood, those who are not have strong family ties to the area and are committed to seeing the Neighborhood revitalized — a nod to the level of passion the participants have for their community. Additional representation from the City of Bridgeton and organizations throughout the Neighborhood helped to round out the information collected and projects crafted during this planning phase of the process.



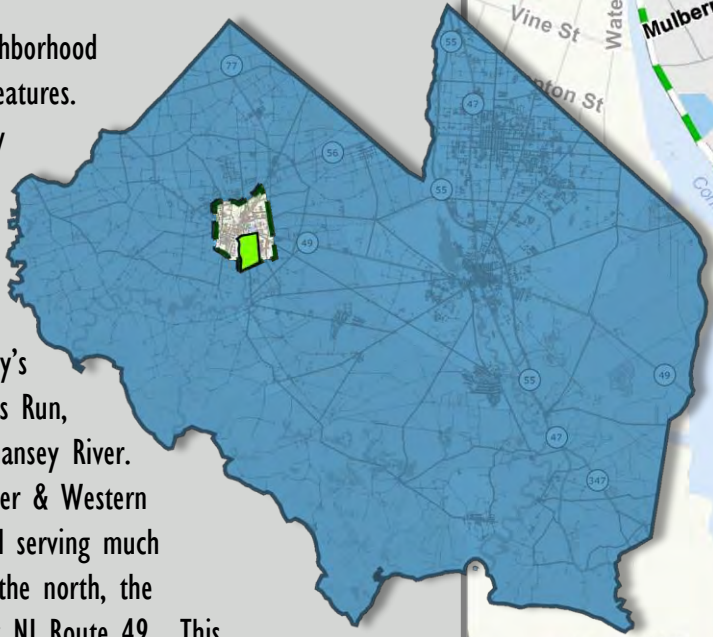
engage
change
innovate

STEERING COMMITTEE MISSION:

“To serve as a force that enhances the quality of life for the Southeast Gateway residents while organizing and engaging the community through a collaborative effort that brings about change promoted by unity and innovative thinking.”

PLANNING AREA

The Southeast Gateway Neighborhood is defined by four distinct features. On the west is the Cohanse River, one of the longest and most pristine rivers in southern New Jersey. The southern border of the neighborhood is also the City's southern boundary at Rocaps Run, a small tributary of the Cohanse River. On the east is the Winchester & Western Railroad, a shortline railroad serving much of Cumberland County. To the north, the neighborhood is bounded by NJ Route 49. This boundary encompasses the "traditional" Southeast Gateway Neighborhood, but includes additional land, since the 2005 plan, to the east that captures other significant neighborhood and community assets such as the Cherry Street School, the Florida Avenue Industrial Park, much of the existing commercial and industrial uses in the neighborhood, and the Winchester & Western Railroad – a potential catalyst for commercial and industrial development.



- Gateway Neighborhood Boundary
- Former Gateway Neighborhood (Eastern) Boundary

MAP 1: Southeast Gateway Neighborhood Context

First Steps

Gateway Community Action Partnership engaged Triad Associates of Vineland, New Jersey in April 2017 to help facilitate the development of the new neighborhood plan. An initial neighborhood meeting was held on May 30, 2017 to notify residents of the successful grant and the planning effort that would soon be under way.

This meeting, held at the John Wesley United Methodist Church, was an important step toward developing a framework for the plan. Approximately 40 residents from the neighborhood, including many members of the planning committee, were in attendance to talk about issues and priorities. Residents were given the opportunity to participate in a hands-on exercise that allowed them to place red dots on large issue boards to express those issues or concerns that they believed should be priorities for the neighborhood plan. They also had an opportunity to identify what they thought the key strengths and assets of the neighborhood are. This exercise illustrated the following:



Top Issues

Among the top concerns of residents involved the physical condition of the neighborhood. These included issues such as the condition of stores and store fronts; the presence of abandoned and vacant homes; the need for new street lighting and sidewalk repairs; problems involving loitering and drugs; and a need for after-school programs for youth.

Top Strengths

Strengths and assets included the historical aspects of the neighborhood; a closely-knit network of friends; the convenience of the neighborhood to schools and employment; the fact that it is a quiet place to live; and the presence that community organizations and church fellowships provide.

The fun begins!



Kick-Off Meeting & Community Day, July 10, 2017 Bridgeton's Mayor and President/CEO of Gateway Community Action Partnership Albert Kelly accepts a check for the planning grant from Denise McGregor Armbrister, Executive Director of the Wells Fargo Regional Foundation.

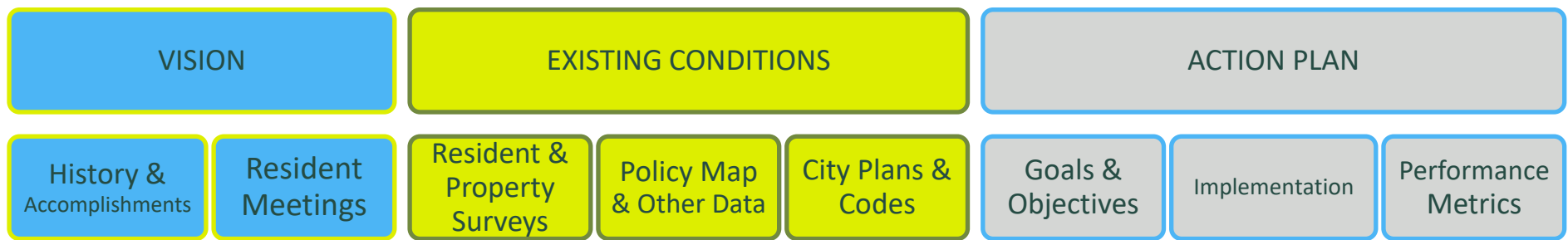
The information gathered at the community meeting helped the planning committee begin to refine many of these issues and prepare for a much more extensive community outreach effort that began in July 2017. This effort included a formal kick-off meeting with the Wells Fargo Regional Foundation staff and neighborhood residents on July 10, 2017.

The mission of the meeting was two-fold. First, it was intended to provide a formal opportunity to recognize the Wells Fargo grant funding and to thank the Foundation for its support. Second, it offered a chance for the planning committee and the Gateway staff to promote the upcoming resident and block/lot survey work that occurred throughout the month and to encourage resident participation. All of this work helped to lay the foundation for the neighborhood plan.

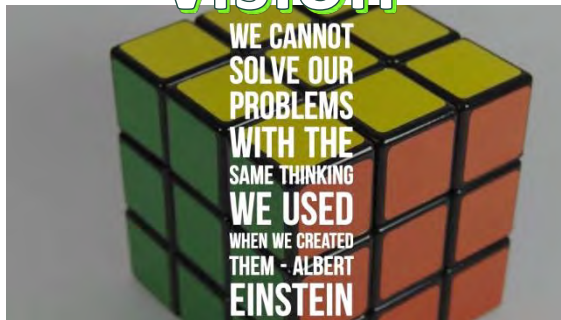
This Document

Any good plan, regardless of its focus, consists of three basic elements. They include a vision and goals; a look at existing conditions; and strategies for addressing community challenges and implementing the vision.

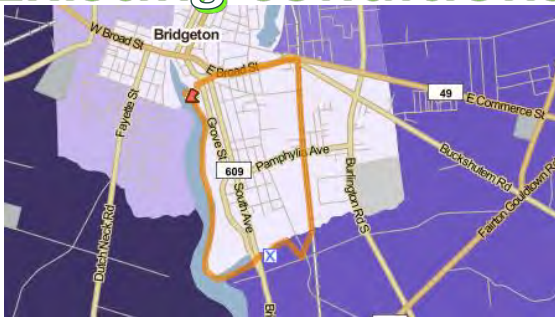
SOUTHEAST GATEWAY NEIGHBORHOOD PLAN 2017



vision



Existing conditions



Action plan



This plan begins with an articulation of a neighborhood vision — a vision that was developed by the Planning Committee and residents in the neighborhood. Starting with the goal helps to lay out community beliefs about the future character of the Southeast Gateway Neighborhood and how the 2017 plan can be a “legacy” community plan; a model to be customized and implemented throughout the entire City of Bridgeton.

To set the stage for Section II. Vision, the plan looks at the accomplishments that followed the adoption of the first neighborhood plan and some of the challenges that remain. This snapshot of the vision and where the neighborhood is today helps to prioritize the principal issues that need to be addressed in advancing the goals of the plan.

These issues and others are then documented as part of a comprehensive examination of current conditions and trends in Section III. Existing Conditions. The remaining section of the plan outlines the various actions and strategies that the community would like to implement as a result of the planning process.

Realizing Success Means Building Partnerships

Planning is a critical step in any effort to enhance a neighborhood. But, it is only a first step. This plan looks at a ten-year horizon. It outlines steps and actions for the near term, but also sets a course for some much longer-term initiatives.

The plan also seeks to define those programs and projects that will be catalysts for the revitalization of Bridgeton — initiatives that can “spill over” into areas outside the Southeast Gateway that will help to advance the development of this historic community.

To be successful, however, plan implementation will require building significant partnerships and advancing collaborative efforts that engage residents; involve local officials; excite State and Federal funding agencies; and reach beyond the financial and other resources immediately available. The next few pages highlight some of the initiatives and successes realized by the first neighborhood plan.

PROGRESS AND PAST SUCCESSES

The 2005 Southeast Gateway Neighborhood Strategic Plan was developed through a grant from the Wachovia Regional Foundation to Tri-County Community Action Agency, a Bridgeton-based, private non-profit community organization. Fueled by Citizen Action Committees, individual and representative stakeholders, community leaders and officials, the community focused on assessing education, recreation, affordable housing, neighborhood building and economic development.



2005 AREAS OF NEED:

<p>1. INCREASING WEALTH AND PROSPERITY</p>	<p>2. ENHANCING PHYSICAL CONDITION</p>	<p>3. EXPANDING SERVICES & FACILITIES</p>
<ul style="list-style-type: none"> • New housing • After school programs • Social Activity Center • Increase rental options • Increase home ownership • Expand business opportunities & training • Redevelop waterfront 	<ul style="list-style-type: none"> • Revitalize housing stock • Code enforcement • Clean up sidewalks and common areas • Adopt-a-Block • Neighborhood gardens • Upgrade parks • Parking & Lighting • Gateway beautification 	<ul style="list-style-type: none"> • More police presence • Neighborhood task force • Crime watch program • Increase programming • ESL & Computer training • New retail options • Better transportation • Faith based partnerships

60 goals, strategies, and projects were identified to meet those needs. From new affordable housing opportunities, housing rehabilitation projects, neighborhood gateway beautification, and recreational improvements – the Southeast Gateway community put plans into action and turned their visions into realities! As evidence of this effort, Table I outlines the wide range of tasks completed following the completion of the 2005 Plan.

TABLE I

SOUTHEAST GATEWAY 2005 NEIGHBORHOOD PLAN ACCOMPLISHMENTS		
HOUSING	ENHANCE THE WEALTH OF THE NEIGHBORHOOD STRATEGY	STATUS
New housing opportunities	Wesley Village	Completed
	Mill Creek Crossings	Completed
	River Grove Apartments	Planning Phase
	Rehab Maple Gardens	Included in 2018 Plan
PROGRAMS	STRATEGY	STATUS
After school programs	Greater Bridgeton Family Success Center	Ongoing
Develop a social activities center	Greater Bridgeton Family Success Center	Completed
	Alms center programing coordination	Ongoing and current PAL usage
ECONOMIC DEVELOPMENT	STRATEGY	STATUS
Neighborhood retail center	S East Ave and Pamphyllia Ave corner site	Planning Phase
Redevelopment area designation	Entire City designated “Area in Need of Rehabilitation” in 2007	Completed
Zoning changes	Retail zoning where appropriate	Planned
Small business, entrepreneurial & job training	Referral service with Small Business Administration	Ongoing
	Referral service with Workforce Development Board	Ongoing
	Florida Avenue Food Specialization Center	Under Construction
	Linkages to Rutgers Food Innovation Center	Planning Phase
Neighborhood small business incubator	South Bridgeton Business Co-op and Outdoor Market	Included in 2018 Plan
Multi-Cultural Center	On the waterfront south of Broad St. and north of 4-Start	Ongoing and in 2018 Plan
Waterfront redevelopment	Brownfield redevelopment	Ongoing
	Gateway development/redevelopment along waterfront	Ongoing and in 2018 Plan

TABLE I (cont'd)

SOUTHEAST GATEWAY 2005 NEIGHBORHOOD PLAN ACCOMPLISHMENTS		
MAKE IMPROVEMENTS TO THE PHYSICAL CONDITION OF THE NEIGHBORHOOD		
HOUSING	STRATEGY	STATUS
Rehab housing stock	Provide low interest loan programs - City Community Development	Ongoing
	Housing rehabs	30 Completed
	Weatherization programs	58 Completed
Enforce codes and ordinances	Strict code enforcement from the City and citizen complaint tracker	Ongoing
Implement Capital Access Housing Study	Coordinate Neighborhood housing planning	Ongoing
REVITALIZATION	STRATEGY	STATUS
Create "Adopt a Block" program	Create Neighborhood Citizens Association and action plan	Ongoing
Neighborhood gardens	Mill Creek Urban Farm	Established and Ongoing
New and upgraded parks	Pauline Boykin Playground & Tot-Lot	Completed
	DeEdwin Hursey Recreation Center	Completed
	"Tin Can" recreational facility	Initiated with NJDEP
	Waterfront park	Included in 2018 Plan
	Gateway entrance park - South Ave & Grove St.	Completed
	Gateway entrance park - Broad Street (Rt. 49) & S. East Avenue	Completed
Streetscape Improvements	Lighting, sidewalks, and landscaping	Completed at northwest and northeast gateways, to be continued in 2018 Plan
	Safe Routes to Schools	Included in 2018 Plan
Circulation Enhancements	Traffic calming and speed reduction - Commercial traffic rerouting	Completed
EXPAND SERVICES AND FACILITIES		
CRIME PREVENTION	STRATEGY	STATUS
Police patrols	Southeast Gateway Task Force	Limited Resources
Police Substations	Mobile unit or substation near Maple Gardens	Mobile Unit in Use
Neighborhood crime watch	Revamp crime reporting	Initiated Digital Campaign
	Hotline	Ongoing
PROGRAMS	STRATEGY	STATUS
Educational training	Computer training centers	Ongoing at ALMS Center
	Tutoring programs	Ongoing
	English/Spanish resources	Established and Ongoing
ECONOMIC DEVELOPMENT	STRATEGY	STATUS
New retail	Neighborhood service establishments	Planning Phase
	Business co-op	Included in 2018 Plan
	Rezoning and redevelopment areas	Planned
Transportation	More public transit options	Included in 2018 Plan
Faith-based partnerships	Professional and educational training	Ongoing

Greater Bridgeton Family Success



Gateway Park



Mill Creek Farm

Mill Creek Crossings

OPPORTUNITIES

The progress in making physical improvements to the neighborhood is ongoing; the planning and development of the River Grove Apartments is under way, the City continues homeowner rehabilitation through the Community Development Block Grant Program, City officials strictly enforce property maintenance codes, Mill Creek Urban Farm supplies fresh produce to the entire City and the “Adopt-a-Block” program makes routine clean-up sweeps of the neighborhood. Building on the implementation of these items provides the community with the opportunity to address current demographic trends such as enhancing the wealth of the neighborhood through increased affordable housing options and homeownership. Moreover, identifying funding sources to construct streetscape and circulation improvements will complement the revitalization efforts in place from the 2005 plan.

Recreation and open space improvements contributed to the health and wellness of residents through new and improved playgrounds and neighborhood entrance parks as well as recreational programming at the new Greater Bridgeton Family Success Center. Current planning and applications for funding to remediate contamination at the former “Tin Can” recreational facility will not only remove an environmental hazard from the neighborhood but offer a safe, well-lit environment for youth of all ages and adults to enjoy organized sports activities and active and passive recreational facilities. This venture is discussed further on pages 78 and 87 of this plan.



Two of the major initiatives of the 2005 plan that have not gotten much traction according to recent neighborhood polls include economic development and crime prevention in the Southeast Gateway Neighborhood. Therefore, this plan focuses on a larger boundary which encompasses commercial and industrial opportunities to the east of South East Avenue and those within the northwestern corner of the Neighborhood. Prospects for employment training and new linkages with the Food Innovation Center, new commercial and entrepreneurship ventures, to-work transportation, waterfront redevelopment, and crime prevention strategies, many of which lie within the expanded study area, will be discussed in the recommendations section of this plan.

BACKCASTING

Having examined the results and ongoing challenges stemming from the initial Neighborhood Plan, the focus of this document is to identify ways to build on the successes and address the challenges that remain.

The method the Planning Committee has chosen bridges the gaps between the history of the neighborhood, accomplishments of the 2005 plan, the vision of the 2017 plan and how to get there is called backcasting. This technique allows the Committee to establish a vision of what they want for the Southeast Gateway Neighborhood in the next 10 years and then work backward to develop a series of actions that help us harness the opportunities above and get from Southeast Gateway now to the Southeast Gateway Neighborhood of 2027.

The following Section II. Vision details key themes in the long-range targets for the Southeast Gateway Neighborhood that have been developed by the Planning Committee. It is important to note that this vision has been rooted in the participation of neighborhood residents and stakeholders — a best practice of previous neighborhood planning that helped transform ideas and plans into real world implementation throughout the Southeast Gateway Neighborhood through continued resident involvement.

SOUTHEAST GATEWAY

NEIGHBORHOOD...

NO LIMITS!

NO BOUNDARIES!

PURPOSE BEYOND MEASURE!

VISION



IMAGINE ... a thriving neighborhood with a growing population; a variety of affordable housing; access to a wide range of services; and a safe and secure environment – a place where families will want to locate and where available jobs provide living and secure wages.

That is the vision for the Southeast Gateway Neighborhood in Bridgeton, New Jersey. It is a vision imagined by the residents and stakeholders of the community. It was formulated through discussion, resident surveys, and a collaborative effort with city officials and local leaders. It is a vision around which goals and specific strategies can be built.

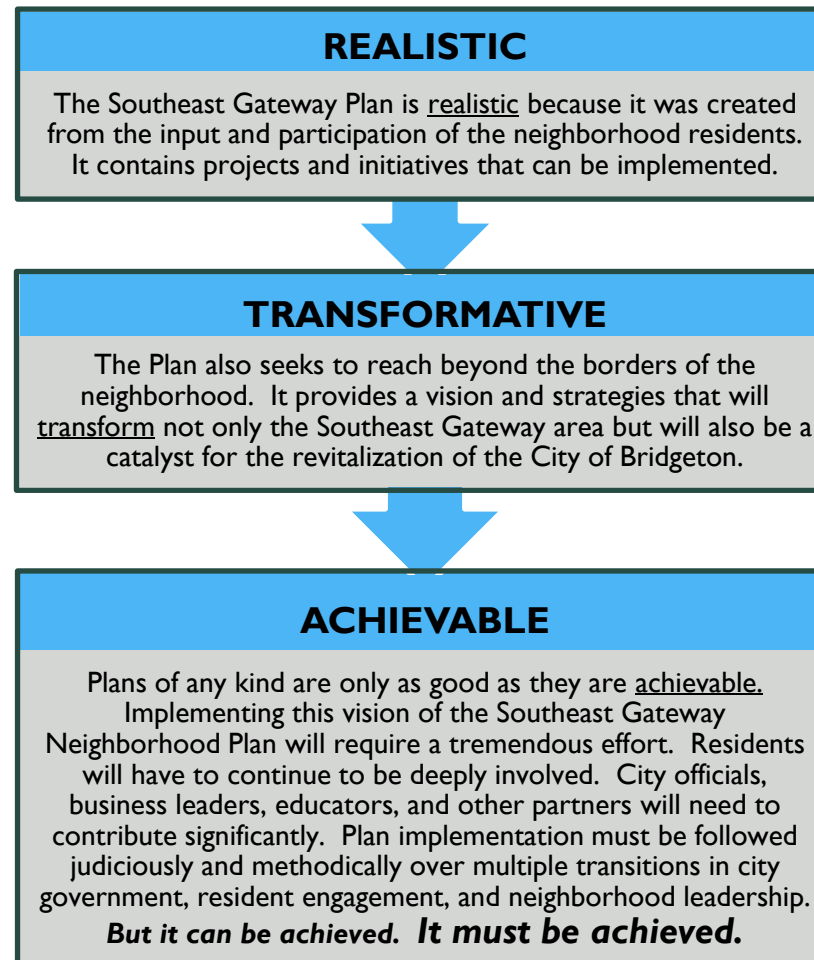
It is a vision that is aggressive and far-reaching. But it is also achievable. It provides the framework for the activities that must occur over the coming decade.

The Southeast Gateway Neighborhood residents were the foundation of the 2005 plan and helped drive the implementation to date that will be explored further in this document. Evidence shows that this neighborhood has what it takes to achieve the vision it has laid out.

PARAMETERS OF THE VISION

Strategic Plans must have a vision that touches on some aspects of the following parameters.

- It must be Realistic
- It must be Transformative; and
- It must be Achievable



KEY THEMES IN THE VISION FOR THE SOUTHEAST GATEWAY NEIGHBORHOOD

Based on the various sources of information identified in the background narrative of this plan and on the work that has been achieved to date, there are three overriding themes around which the Southeast Gateway Neighborhood Plan is built.

PROMOTE PUBLIC SAFETY



Public safety was an issue when the first Southeast Gateway Plan was adopted in 2007. It remains a top issue today. Then Steering Committee noted crime and drugs as principal culprits of population decline, less occupied housing units and out-migration of wealthier families – still true today. Concerns about public safety not only involve crime, violence, and drug activity but also involve the “built environment” – the condition of housing, roads, sidewalks, lighting, and playgrounds.

GOAL: The goal of this plan is to improve the environment of the Southeast Gateway Neighborhood that contribute to public safety, discourage crime, and promote a more livable and welcoming community.

ADVANCE ECONOMIC & COMMUNITY DEVELOPMENT



One of the major goals of the 2005 neighborhood plan that was not achieved, but that remains an overriding issue in this effort is economic development. That includes the development of more business, entrepreneurial, and job opportunities in the community and for the people who live in the Southeast Gateway Neighborhood. Economic and community development are clearly tied to public safety. Enhancing safety will increase the chances for investment, and conversely new investments will spur improvements in public safety.

GOAL: It will be a primary goal of this plan to raise the standard of living in the Southeast Gateway Neighborhood through investments in jobs, business development, services, and programs that build on the assets and partnerships in the community.

ENSURE CREATIVITY & SUSTAINABILITY



Daniel Burnham, one of the nation’s pioneering and urban designers is renowned for stating: *“Make no little plans; they have no magic to stir men’s blood and probably will not be realized. Make big plans; aim high in hope and work, remembering that a noble, logical diagram once recorded will never die, but long after we are gone be a living thing, asserting itself with ever-growing insistency.”*

This is really the great and overarching challenge of this Plan. How can it be both realistic and achievable, yet at the same time be sufficiently bold and visionary to provide the transformative impact that will sustain it over the years?

GOAL: The Southeast Gateway Neighborhood Plan must present a collective vision of the neighborhood that appeals to local residents, spurs interest and participation, and generates enthusiasm from leaders and investors outside the community who want to share in its implementation.



EXISTING CONDITIONS



WHERE WE ARE NOW

It is important to this planning process to understand the differences between the neighborhood as it exists today and the vision as articulated by its residents. The following Section III. Existing Conditions and Trends brings us through a necessary analysis of the historical development of Bridgeton and the Southeast Gateway Neighborhood into current characteristics of the community. Only after this review and understanding will an action agenda and steps to achieve the vision of the neighborhood be discussed in Section IV. Action Agenda.

HISTORY

CITY OF BRIDGETON

Originally known as Cohansey Bridge when the first bridge across the Cohansey River was built in 1716, the foundation of the Bridgeton area dates back to the late 1600s. It was at this time when Richard Hancock built a saw mill at the head of the Cohansey River and began to establish the small, rural settlement eventually known as Bridgeton.

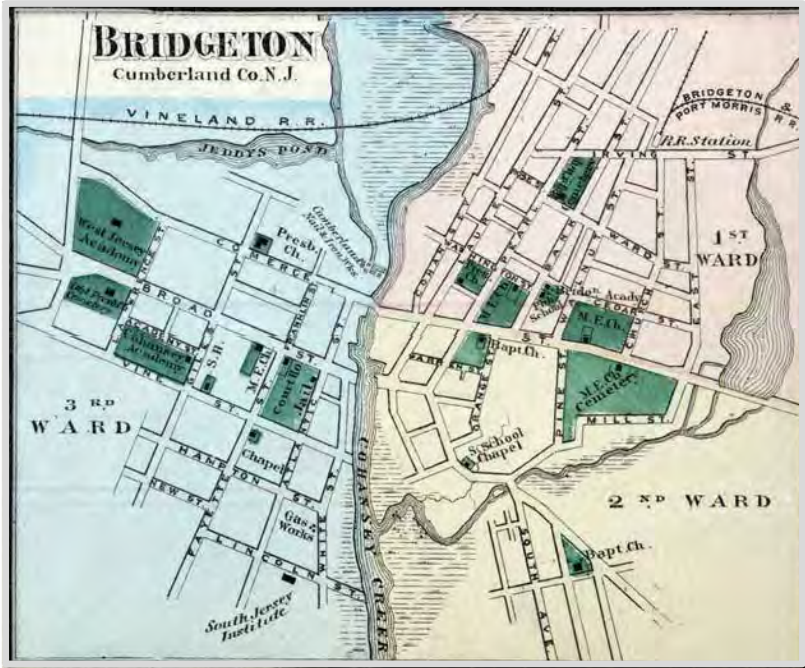
The little village of Cohansey Bridge was selected as the county seat in 1748 when Cumberland County broke away from Salem County to become its own jurisdiction, and a courthouse was constructed. It was in this courthouse that Cumberland County's "liberty bell" was rung in 1776 on



Bridge across the Cohansey River after the Flood of 1934

the occasion of one of the earliest readings of the Declaration of Independence outside Philadelphia. Bridgeton was probably selected as the site of this reading because "The Plain Dealer," the first newspaper established in New Jersey was published in Potters Tavern, across the street from courthouse hill.

By this time, the village had changed its name from Cohansey Bridge to Bridge Town. The community became known as Bridgeton in 1819, according to some sources, due to an error in the spelling of the name on bank checks.



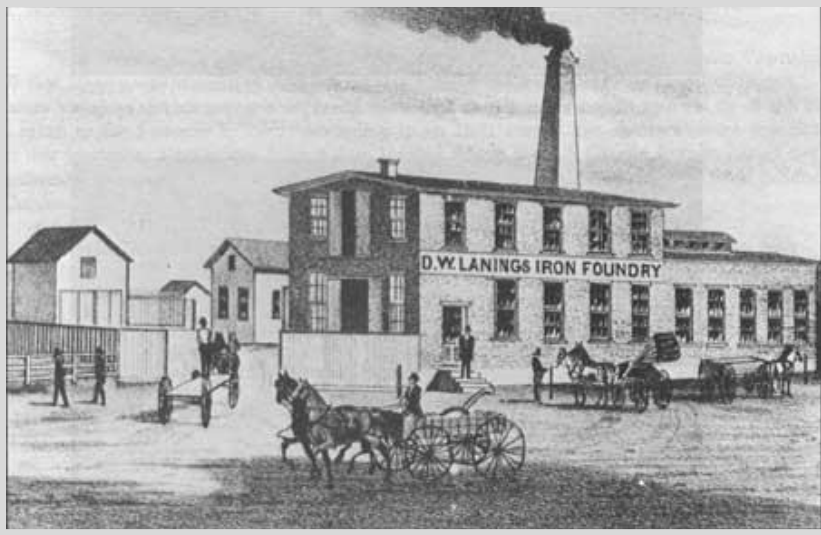
1872 Map of Bridgeton Included in the Atlas of NJ

Infrastructure began to expand in the middle part of the 19th century when the Bridgeton Gas Light Company began service from Water Street and served 134 customers and the West Jersey Railroad was completed to Bridgeton in 1861. The station, (now the Bridgeton/Cumberland Tourist Office and headquarters for the Cumberland Empowerment Zone Corporation), was situated at the gateway to the Southeast Bridgeton neighborhood at Broad and South Pearl Streets.

Bridgeton was always a prominent manufacturing and industrial center as it was an early port of entry for New Jersey. Since much of the industry was located in Southeast Bridgeton, this fact is particularly relevant to the historical founding of the neighborhood for which this plan has been prepared. The Cohansy River provided an avenue of trade with Philadelphia and other urban areas throughout the northeast. Wood, timber, and other raw materials were shipped from the docks located south of the Cohansy Bridge. Most of the inhabitants of the town lived in the vicinity of the courthouse and at Commerce and Laurel Streets. Very few inhabitants lived in Southeast Bridgeton, which remained a rural, wooded part of town.



Railroad Station at Bridgeton 1907



Iron foundry started in Bridgeton in 1869 by David W. Laning



Vacant 7-Up building along the Cohansey River and Glass Street

A number of food processors and other large manufacturers had located in Southeast Bridgeton by the late 1800s. One of the largest was the Cohansey Glass Manufacturing Company which employed upwards of 400 workers. Other companies such as Joseph Clark & Company and Getsinger & Sons were also glass manufacturers. The Laning Iron Foundry was established in 1869. Isaac Mulford & Son began paper milling in 1883. Most of these firms were located south of Broad Street along the Cohansey River to take advantage of the water access that the river provided. Eventually, such national names as 7-Up, Ritter Foods, and Hunt Wesson, would also be located in the neighborhood.

SOUTHEAST GATEWAY NEIGHBORHOOD

With this industrial development, the Southeast Bridgeton neighborhood began to be developed in the late 1800s with the construction of some of the businesses and industries on the south side of town. Generally, the housing stock in this neighborhood is newer than for the city as a whole. The 2015 American Community Survey indicated that the median year of construction for homes in the neighborhood was 1952. Only 15% of housing units were constructed prior to 1939 compared to 23% within the entire city.

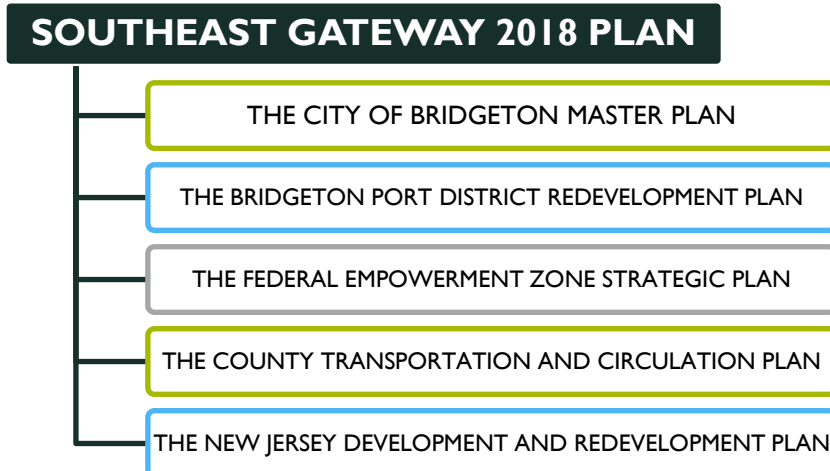
The lure of manufacturing jobs in the glass, textile, and food processing companies located in Bridgeton brought many African American families to the community. With the migration of African Americans from the south in

the years following both world wars, the population of Southeast Bridgeton also grew.

More recently, Hispanic families, primarily from Mexico, are moving to Bridgeton. The impact of this new wave of migration is felt throughout the City and also in the Southeast Bridgeton neighborhood where the percentage of Hispanic residents has risen from just 2.2% of the population in 1990 to 15.9% in 2015. In comparison, the North Bridgeton neighborhood which occupies much of center city is 48.9% Hispanic.

PLANNING HISTORY

There have been several plans developed by different levels of government that continue to affect the Southeast Bridgeton neighborhood today. They include the following documents:



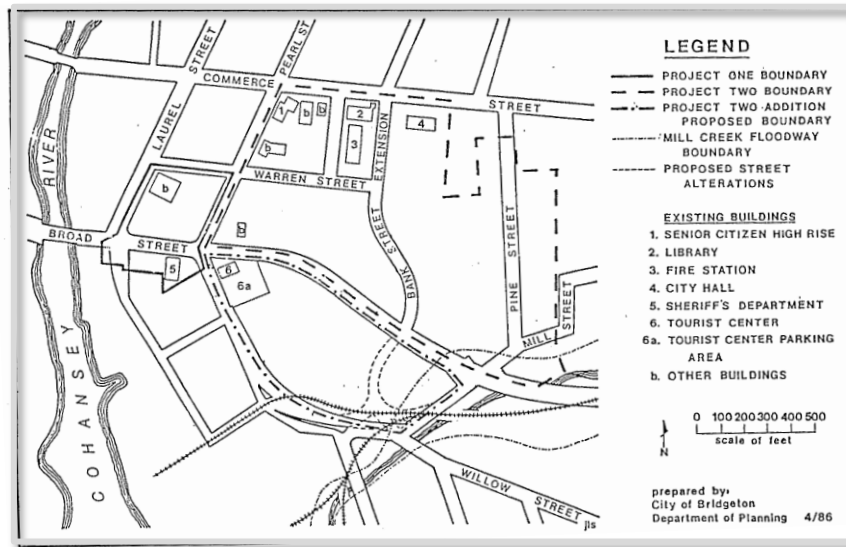
Each of these plans has had a historic impact on the neighborhood. But, they also hold a range of promise for the future of the area.

Municipal Planning

The City's Master Plan is a critical document since it calls for medium density residential development and a range of mixed uses in the southern part of the City. The master plan has helped to shape the character of the neighborhood today and outlines the range of land use options that might be possible in the future.

Related to the municipal master plan is the redevelopment plan for the Port District. The Port District is particularly critical to the future of the residential portions of the neighborhood since it stands literally as the gateway to Southeast Bridgeton. Many of the old, dilapidated industrial buildings that used to house the food processing and other industries in the neighborhood stand vacant or underutilized at the northwestern corner of the neighborhood. The Port Plan calls for the rehabilitation of the industries that are part of the old port area, redevelopment of the housing stock located along South Avenue just opposite the port area, and mixed uses on the northern end of the Port District, including recreational activities directly adjacent to the waterfront. A portion of the redevelopment plan has been implemented with the 2003 extension of the public parking area, boat launch, and municipal docks at the Cohansey River and Broad Street.

There has been some reuse of industrial properties, but little or no residential rehabilitation.



Port District Project Boundary Map

In 2007 the City declared the entire City an Area in Need of Rehabilitation due to the condition of infrastructure, structures therein, the pattern of vacancy, and abandonment or underutilization of properties within the City. This designation offers Long Term Tax Exemptions and Five-Year Tax Abatements which can assist in the rehabilitation of properties within the Neighborhood.

Following the previous 2005 Neighborhood Plan, the City adopted the Phoenix Redevelopment Area in 2007 comprised of 68 acres adjacent to the Southeast Gateway Neighborhood bounded by the railroad and Burlington Road and north of Pamphylia Ave. In keeping with the goals of the master plan, the redevelopment plan sets out to revitalize underutilized and mostly vacant areas of southeast Bridgeton into a productive area of mixed use commercial-residential development and suitable industrial uses that will stimulate economic development and expand the range of housing types available. Although not within the boundary of this Neighborhood Plan, complementary goals and uses will help to increase the value of land in southeast Bridgeton, increase tax revenues, bring additional jobs to the City and improve infrastructure in the area.

Federal Empowerment Zone Designation

The Southeast Bridgeton Neighborhood received Federal Empowerment Zone designation in 1999 as the result of an intergovernmental effort involving the cities of Bridgeton, Millville, and Vineland, Commercial Township, the County, and the State. The Empowerment Zone Plan focused on three key issues: 1) Creating new jobs and economic opportunity; 2) Strengthening families and promoting self-sufficiency; and 3) Affirming long-term community and environmental viability.

The Empowerment Zone Plan targeted a number of programs specifically at the Southeast Bridgeton neighborhood. These included funds for infrastructure improvement; community watch and public safety programs; childcare initiatives; recreation enhancements; waterfront redevelopment and job creation; job training and expansion; and transit improvements.

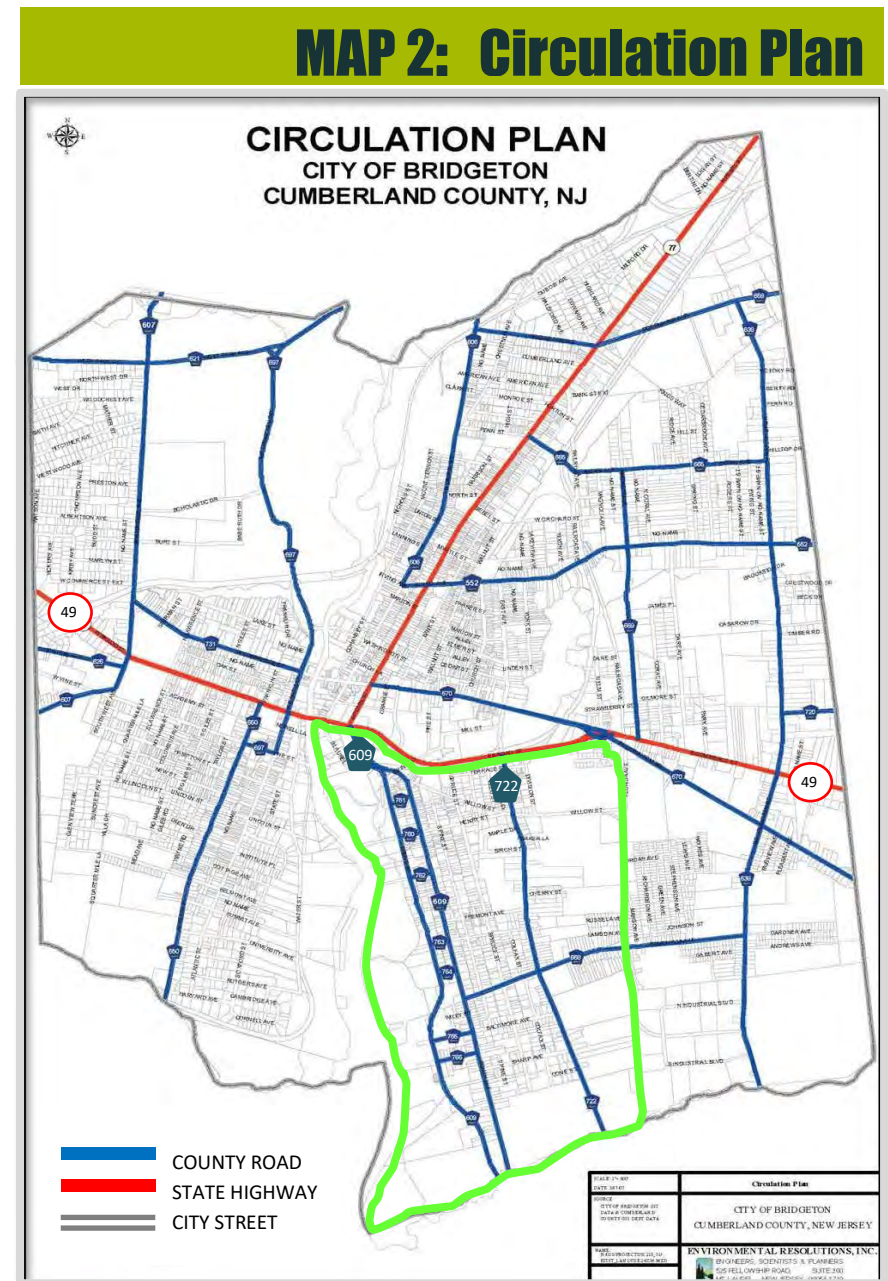
While the Zone never received the level of funding promised by the Federal government, the program has resulted in a number of important initiatives that have already made a difference in the community. The first is the expansion of the County's C.A.T.S. (Cumberland Area Transit System) program. With funding from the Empowerment Zone and the Federal Transit Administration, the County has expanded the hours of C.A.T.S. service to provide rides to work for transit dependent residents in the neighborhood. The Empowerment Zone has also provided funding for the Florida Avenue industrial park as well as the new Southeast Bridgeton recreation center.

CATS services are offered at no charge and provides on-demand and fixed route services for senior citizens, people with disabilities, veterans, transit dependent workers and the general public.



County Traffic and Transportation Plans

The County's Transportation and Circulation Plan has also played a role in shaping the Southeast Bridgeton neighborhood. The two key roadways that affect the character and future of Southeast Bridgeton are South Avenue and Grove Street. Both are County roads. The decisions to make these roads one-way streets and to post the regulation of speed limits on the roadways are County decisions. While these decisions were certainly made with municipal involvement and support, the speed of vehicles, issues associated with parking, and some of the other traffic concerns raised by neighborhood residents are issues that the County will play a major role in resolving.



Source: City Master Plan

The New Jersey Development and Redevelopment Plan

The State Development and Redevelopment Plan will play a key role in the future of the neighborhood because it will help to shape State funding and permitting decisions. Virtually all of Bridgeton is included in what is termed a "regional center." This designation, coupled with the neighborhood's status as a growth area in the State Plan, will help to ensure that State funding for neighborhood improvements are targeted at the area. State funding for such projects as sidewalk rehabilitation, housing redevelopment, policing and public safety, and other potential programs stemming from this plan will be directed to this neighborhood, in part, based on the neighborhood plan's compatibility with the State Development and Redevelopment Plan.

Gateway Community Action Partnership Planning

➤ Gateway Community Action Partnership Strategic Plan

Gateway has a 5-year plan with the last period completed 2015-2020. The agency updates this plan annually. After annual revisions by the executive committee (with Board input), the plan is totally reviewed, revised, and rewritten through an extensive 6-month process involving executive staff and board members. A series of meetings with staff, board and community members to discuss overall agency and specific program strengths,

weaknesses, competitive position, and potential threats mirror the Southeast Gateway Neighborhood 2018 Planning process.



The vision to assist residents through the neighborhood plan helps to aggressively and effectively empower our community by anticipating the needs of that community through our existing and new programs and project and collaborative partnerships. Resident engagement helped drive the direction of the plan. What we plan for Gateway Community Action Partnership reflects and supports what we plan for the neighborhood. It encompasses feedback from the community and engages community members to set priorities, identify specific projects and ideas, and canvas the neighborhood, coordinate meetings, and solicit the support of their neighbors.

Community members work to oversee the planning and guide the implementation of both our strategic plan and neighborhood plan. Both seek to improve the quality of life, promote self-sufficiency, give residents a sense of ownership in community and strengthen families.

➤ The 2005 Southeast Gateway Neighborhood Strategic Plan

As stated previously, Gateway Community Action Partnership helped to create and implement the 2005 Southeast Gateway Neighborhood Plan funded under the Wachovia Regional Foundation (WRF) through 2015. The financial and advisory support received from WRF helped Gateway Community Action Partnership make significant impacts in the community by providing programs that helped expand programming for individuals and families and make substantial physical improvements within the neighborhood. WRF support helped to leverage additional funding sources to make the most impact with new construction projects as well as helped to complement the programming already in place in core program areas including housing, child care, health services, literacy, emergency services and community development.

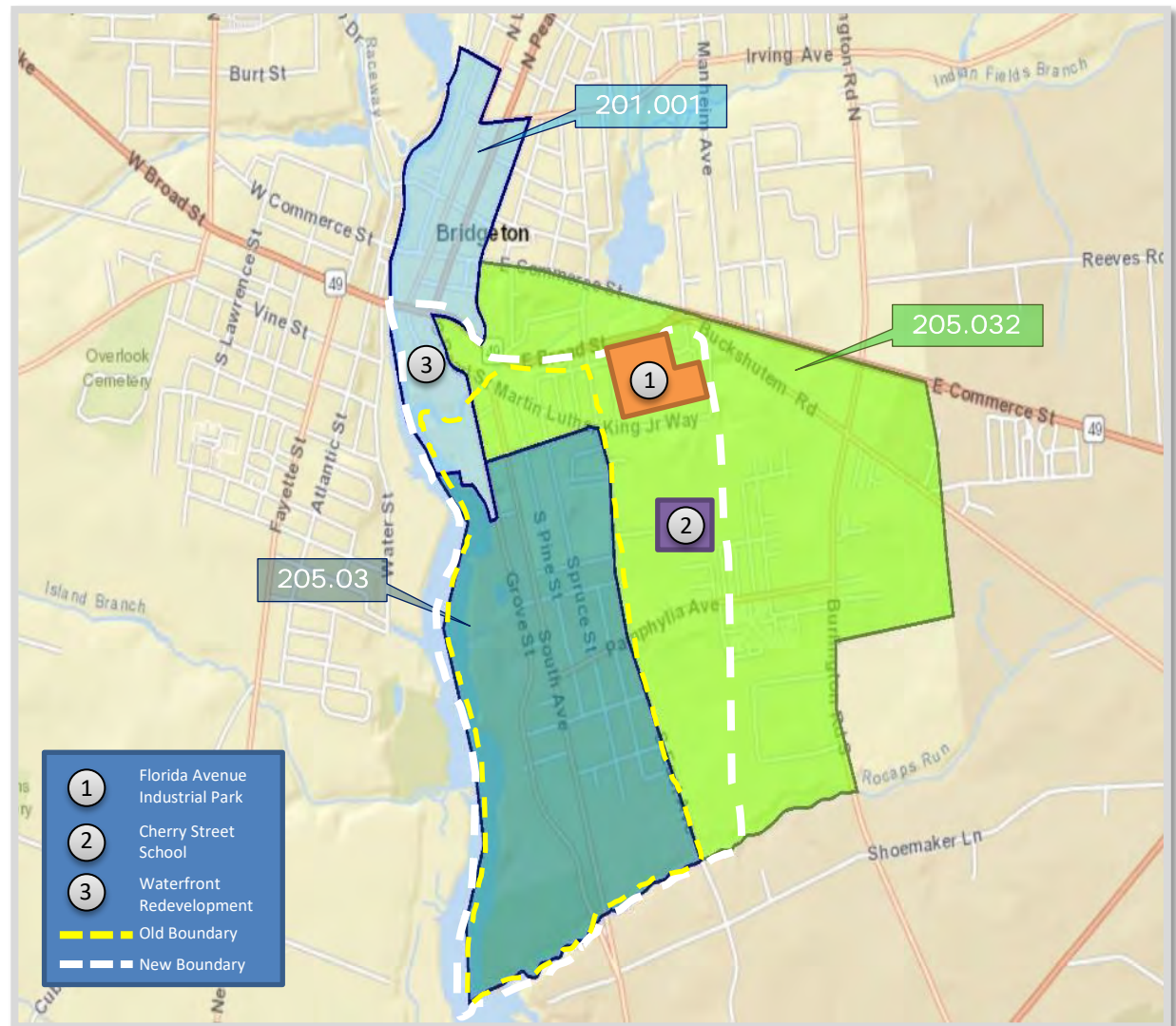
Economic development and public safety are two areas identified in the visioning section which were goals of the 2005 plan and continue to be goals of the 2018 plan as indicated by input from residents at community meetings and surveys. Section III. Identifies changing demographics that may be contributing factors to why these remain priority items for the 2018 and Section IV. will reveal action planning to address the current needs in these areas with new opportunities afforded by looking beyond the 2005 plan boundary.

SOUTHEAST GATEWAY NEIGHBORHOOD TODAY

The Southeast Gateway Neighborhood is contained mostly within Census tract 205.03 as shown in Map 3, except for a small portion along the river in the northwestern portion of the neighborhood plan boundary which is in Census tract 201.00, the tract that incorporates most of the City's downtown Main Street and Central Business District. Census tract 205.03 encompasses a greater portion of the southeast quadrant of the City. The tract is bordered by NJ Route 49 to the north, the Cohanse River to the west, and the Fairfield Township border to the south and east.

As the planning process got underway, residents and stakeholders realized that many assets that could be central to the plan's development and its ultimate success were outside of the original planning area's boundary. A decision was made by the Planning Committee to modify that neighborhood boundary to incorporate some of these key assets. Map 3 illustrates the relationship between the "old" neighborhood boundary; the existing census tracts; and a few of the key neighborhood assets.

MAP 3: Neighborhood Boundary Modification



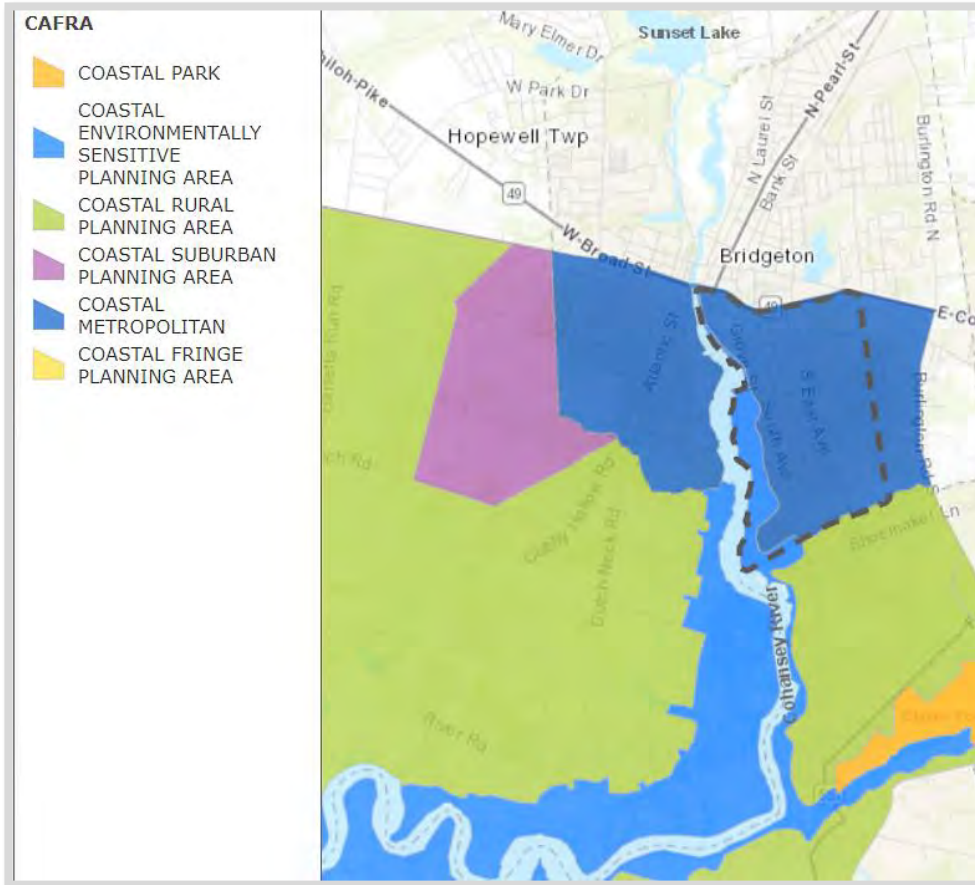
Source: Southeast Gateway Neighborhood Plan 2005, 2017; ESRI

PHYSICAL FEATURES AND LAND USE

Change is under way in the Southeast Gateway Neighborhood. The following section examines some of the characteristics of the neighborhood and starts to analyze how these trends affect the growth of the neighborhood and surrounding areas. The analysis will include a look at physical features and land use, demographic trends, housing data, transportation and circulation, the economic climate, the social environment, and current policies that govern the neighborhood. This section will include the results of the neighborhood and parcel surveys that were completed as part of this planning process. This feedback will help to further assess the neighborhood's strengths and weaknesses; provide a comprehensive view of the Neighborhood as it exists today; and examine some of the issues and trends that may affect it in the future.



MAP 4: Coastal Review Area



Source: City Master Plan

Similarly, the study area is bounded by NJ Route 49 to the north, the Cohansey River to the west, Fairfield Township border (also Rocaps Run, a small tributary of the Cohansey River), to the south, but only extends to the Winchester and

Western Railroad to the east. The study area was extended from the 2005 plan area to include other significant neighborhood and community assets such as the Cherry Street Elementary School, the Florida Avenue Industrial Park, and the Winchester and Western Railroad.

The most prominent physical feature in the neighborhood is the Cohansey River. However, the river does not play a major role in the neighborhood as most of it is neither visible or accessible from most residential areas of the neighborhood. This plan should look at ways to feature the river as an asset to the neighborhood and greater Bridgeton Area. The river has the second largest drainage area of the Delaware Bay and represents one of the region's most pristine natural treasures — offering scenic and unspoiled features which can be a basis for recreation and quality of life enhancement. It extends from Salem County, through Cumberland County and downtown Bridgeton, before reaching the Delaware Bay. The tidal head begins just below Sunset Lake and much of the Southeast Gateway Neighborhood is regulated by the Coastal Area Facilities Review Act, more commonly known as the CAFRA Zone, as illustrated in Map 4. The Southeast Gateway Neighborhood is entirely within the CAFRA Zone. This means the CAFRA review process will apply to large commercial and industrial projects as well as certain residential and redevelopment projects within the plan, despite the fact that much of the neighborhood is developed with few wetlands or coastal characteristics.

The very northwestern portion of the boundary contains the Bridgeton boat launch and floating dock, which begins the formal riverfront access north through the Bridgeton Riverfront Plaza and continues to the western side of the river through the 1,100-acre City Park which contains Sunset and Mary Elmer Lakes, Cohanzick Zoo, a splash park, an amphitheater, trail systems, playgrounds, playfields and the Southern New Jersey All Sports Museum & Hall of Fame of Bridgeton.

The City recognizes the need to extend this connection south of Broad Street (NJ Route 49) through the Southeast Gateway Neighborhood to its southern border. Such planning is referenced in several City documents but most comprehensively in the 2003 Riverfront Redevelopment and Open Space Strategy (RROSS). The study reviewed all the plans for the riverfront to create one



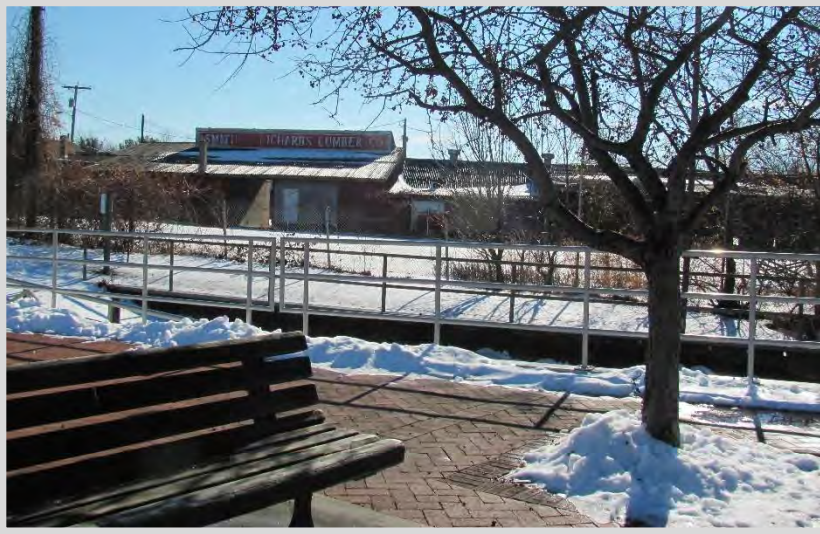
Port District Project Boundary Map



Cohansey River

overall plan for the 3.5 miles of river running through Bridgeton. It is apparent that the Cohansey River south of Broad Street is an underutilized feature of the neighborhood, and even further, as a draw for City and County residents as well as tourists. The City has taken the initial steps to redevelopment along the Cohansey River through the creation of a new Waterfront zoning district that permits recreation and ecotourism type uses along the City's waterways. Environmental concerns are already regulated by NJDEP and this district would permit a greater variety of uses while respecting the environment with the regulations already in place with CAFRA, Flood Hazard Area, Waterfront Development, Tidal Wetlands and Non-Tidal Wetlands.

To the south of the boat launch is an area of historical industrial development along the river which borders South Laurel Street and Glass Streets down to Grove Street. Most of these buildings are vacant or abandoned and functionally obsolete. Several City plans identify the need to redevelop this area with uses that are complimentary to the river and promote public access to this underutilized asset.



City Boat Dock looking south at vacant industrial property

Current zoning includes this area within the C-2 apartment commercial district, a logical transition zone from the central business district just north of the Neighborhood boundary, north of Broad Street. Ideally, uses targeted in this area include commercial, high density residential and mixed use centers. Several sites along Glass Street within the Port District have been identified as having a high potential of environmental



South Laurel Street vacant industrial property



Former 7up building at S. Pearl Street and Glass Street

remediation due to previous industrial uses. The City has identified the need to pursue brownfield program funding to address these sites and make them more attractive for redevelopment.

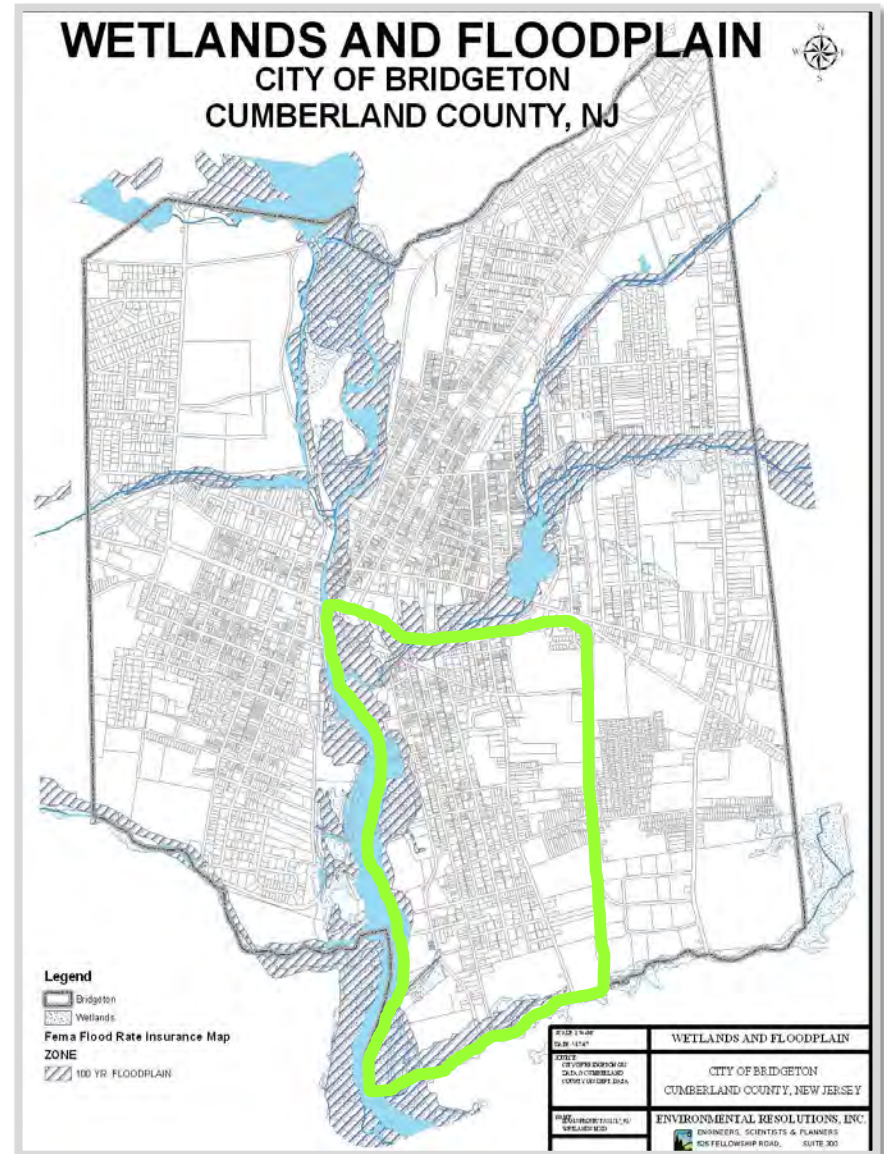
Connecting further south along the river brings you through large parcels of open space that separate the neighborhood residences from the river. Most of the river is not currently visible south of Broad Street due to the



Westward facing the Cohansey River from Grove Street

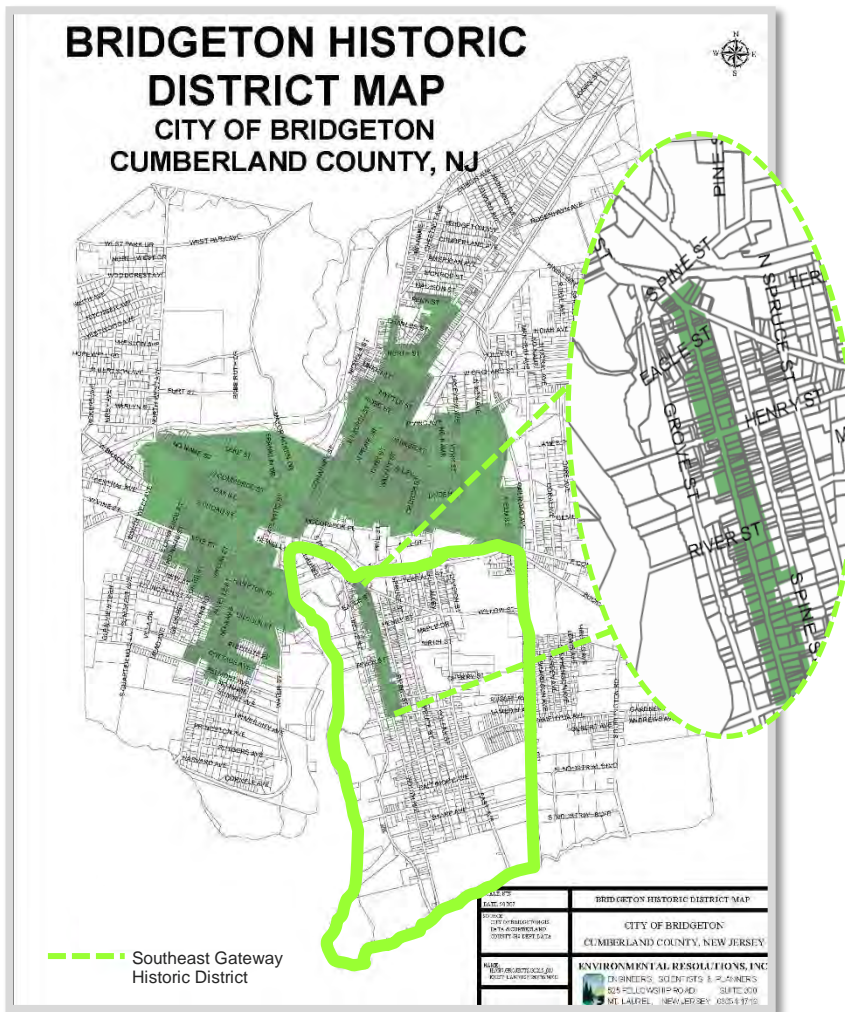
industrial facilities and obstructing vegetation. As previously referenced, this area has been zoned as Waterfront Development, promoting environmentally sustainable cultivation as well as public and private recreational uses that support conservation efforts while maximizing public access to the river including river-oriented ecotourism such as boating, picnicking, bird watching, fishing as well as active and passive recreational uses catering to local residents including continuous bikeways and parks. Development in the areas noted in Map 5 will need NJDEP permitting reviews, as mentioned previously, which will offer protection of the necessary floodwaters and tidewaters and sensitive wetland habitats.

MAP 5: Wetlands and Floodplain



Source: City Master Plan

MAP 6: Historic District



Source: City Master Plan

To the east of the river and its adjacent properties lies the residential section of the Neighborhood. Mostly single family and low-unit multifamily homes occupy much of the central to northern portion of this neighborhood which is zoned for medium density residential. A portion of this area is designated as the South Avenue Historical District, shown on Map 6, as a means to preserve the architectural significance of structures in this area.

Recommendations of the Historic Preservation Element of the 2008 master plan prepared by Wayne McCabe and Associates suggests the need to create a “tiered” system for the review of rehabilitation, restoration and renovation projects proposed within this area. Less restrictive standards in declining neighborhoods would permit property owners to allocate limited available resources to bring properties into compliance with local codes.

Moving south towards Fairfield Township exhibits larger lot low-density zoning with single family residences as well as open space and industrial uses. Neighborhood retail and churches exist throughout the neighborhood. Much of the eastern half of the Neighborhood running along the Winchester and Western Railroad up to the Florida Avenue Industrial Park is industrial and open space aside from Cherry Street School and several adjacent residential properties.

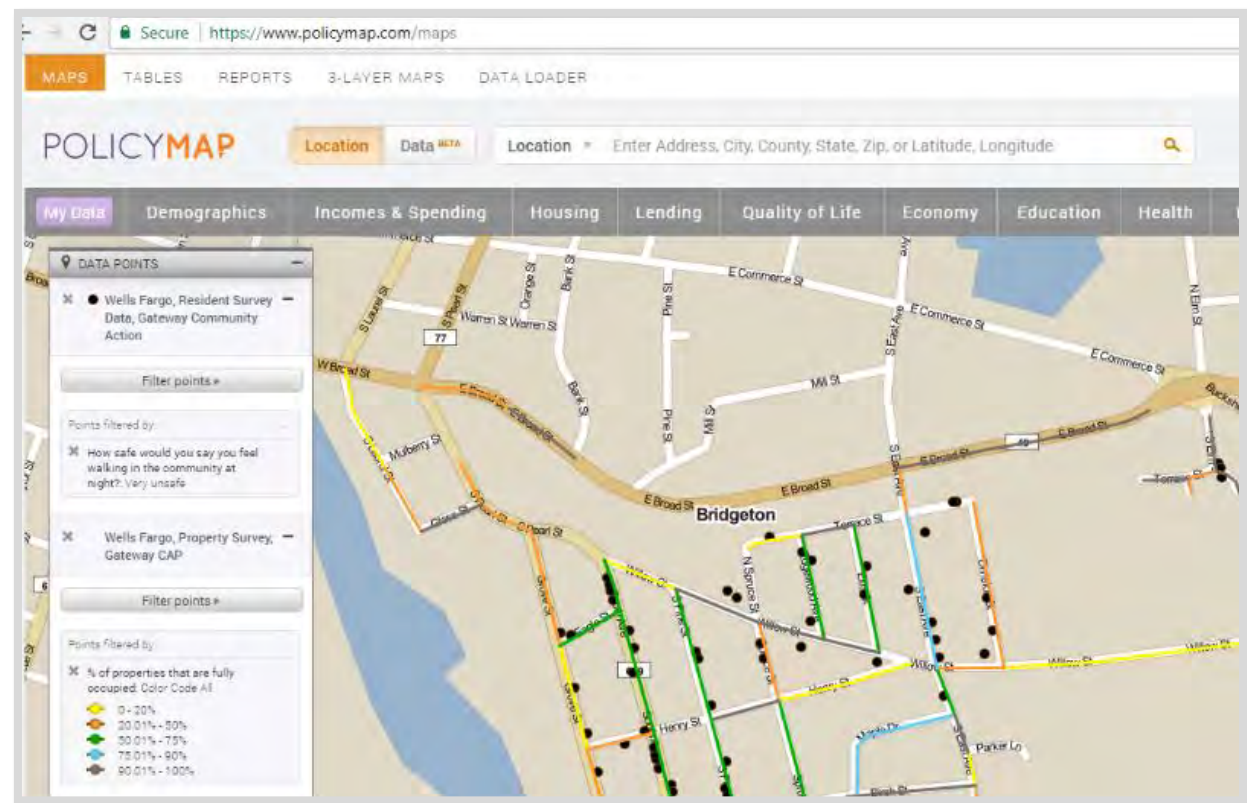
NEIGHBORHOOD CONDITIONS

POLICYMAP BY THE REINVESTMENT FUND

Staff and volunteers from Gateway Community Action Partnership completed a property survey of the entire Southeast Gateway Neighborhood in August of 2017. The survey resulted in a parcel-by-parcel account of 950 property types, occupancies and occupancy status.

The staff at PolicyMap trained the Gateway survey team to properly collect data and equipped them with the means to standardize property conditions as defined by Reinvestment Fund. With assistance from the County GIS staff, Gateway hit the streets with parcel maps of the neighborhood broken into manageable segments to accurately and efficiently collect the required information.

Once the data collection phase was complete, Gateway was tasked to input this data into a digital database which was subsequently analyzed and mapped by the PolicyMap Team. PolicyMap output included maps of land use, property occupancy and conditions. The PolicyMap interface conveniently allows the Gateway team to overlay data on demographics, real estate, health, jobs and more to reveal underlying trends and influential factors in key locations throughout the neighborhood.



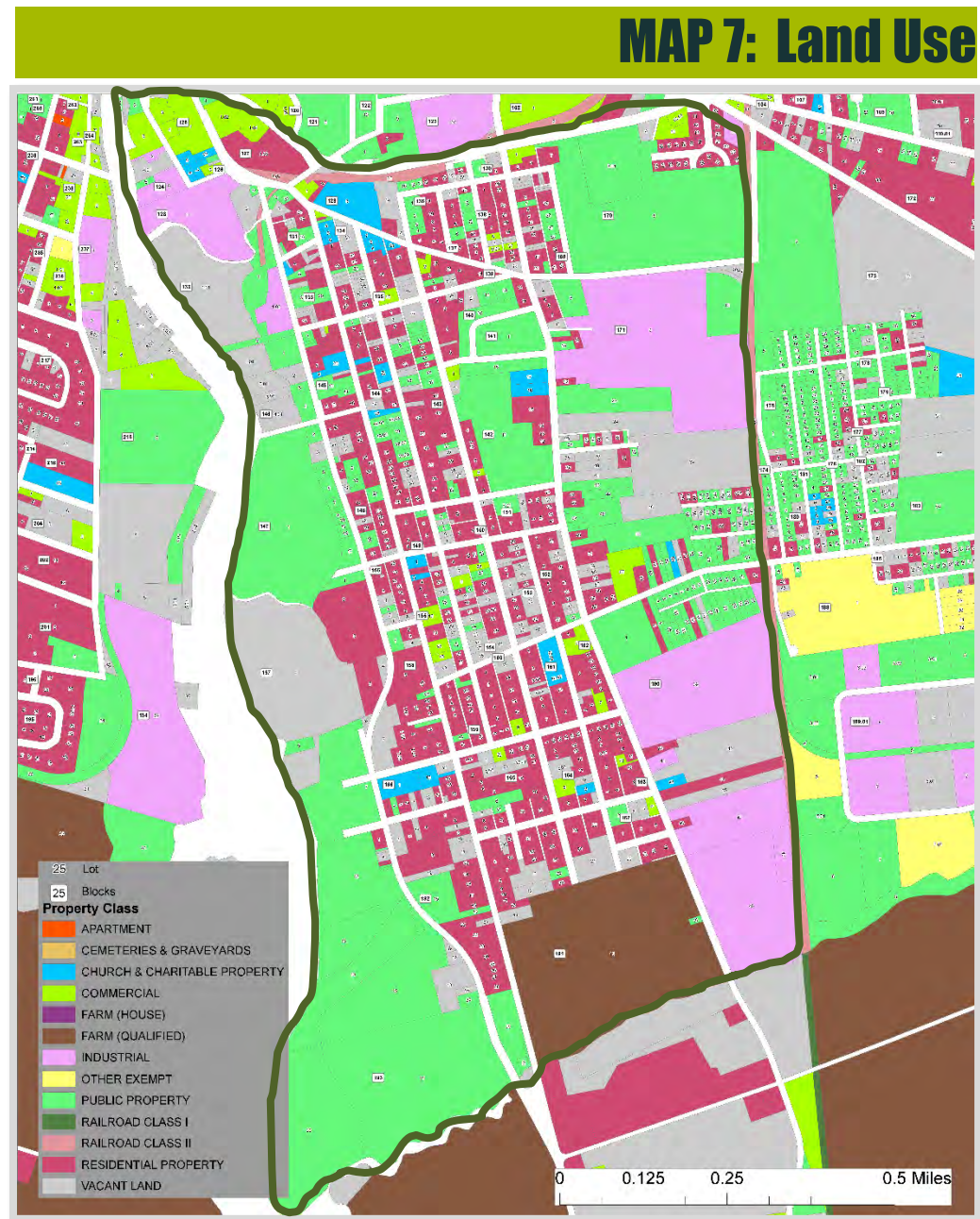
Policy Mapping tool example

LAND USE

Land Use categories are categorized on Map 7. It can be observed that higher density residential lots are located within the center of the neighborhood while lower density, larger lots are in the southern portion. Public open lands occupy most of the riverfront, commercial uses are in the northwestern section and industrial lies mostly along the eastern boundary of the Neighborhood.

RESIDENTIAL

The Southeast Gateway Neighborhood has a residential characteristic with about 73% of the parcels surveyed being either single family detached units, duplexes, multi-family units or part of the 100-unit Maplewood Gardens apartment complex. The second highest land use in the neighborhood is vacant land with the remaining parcels including commercial, mixed use, industrial, institutional, church, recreation and parking lots accounting for about 10% of the total lots. This does not, however, equate to equal representation of land uses in relation to existing land coverage. For example, while residential properties account for 73% of the surveyed parcels, or 696 individual lots, they only make up 23% of total acreage within the Neighborhood.



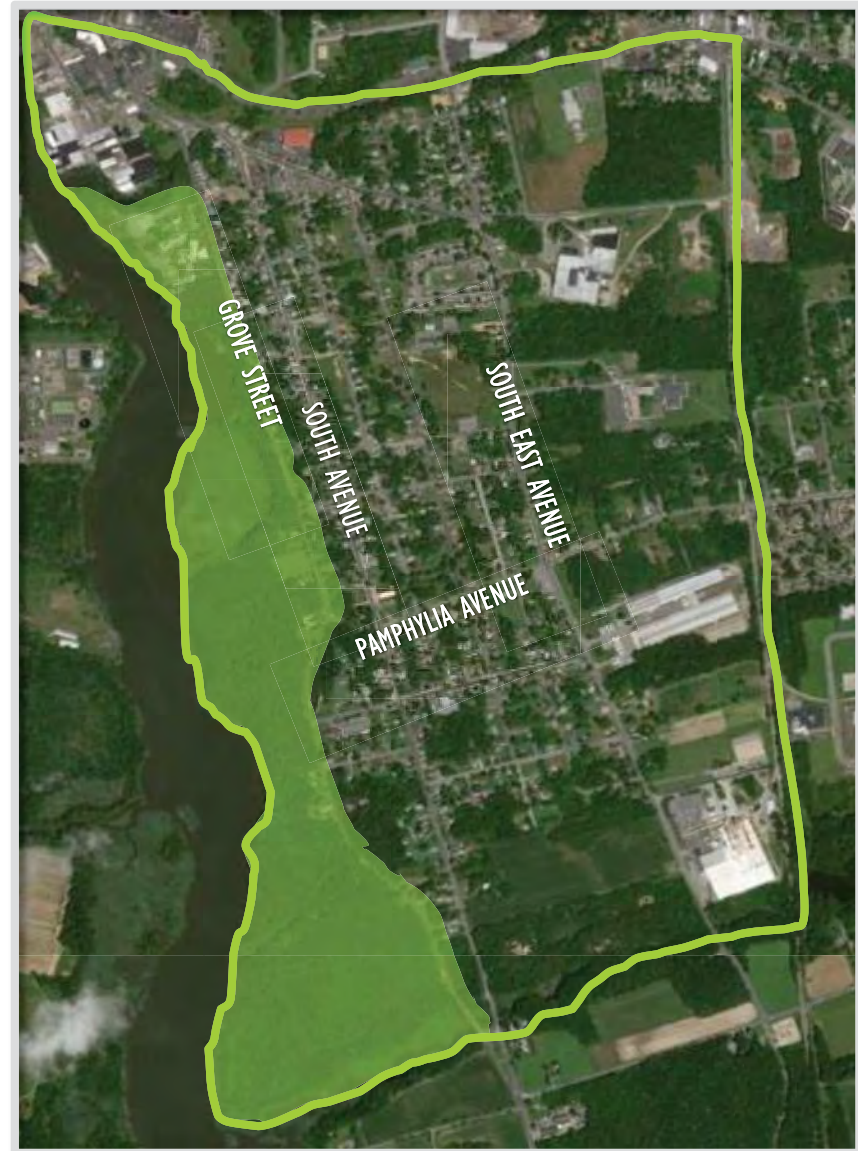
Source: Cumberland County Planning Department

PUBLIC LAND

Public land accounts for 37% of land within the Neighborhood. Of these 234 acres, almost half of the land along the east side of the Cohanse River and south of the creek below the industrial waterfront properties is vacant, publicly owned land as shown in Map 8. This makes for an ideal area for active and passive recreational opportunities. The 2005 Master Plan references the 1987 Port District Redevelopment Plan that identifies this desire for continued commercial revitalization of the downtown riverfront area in the north western portion of the Neighborhood and the provision of continuous recreational opportunities along the riverfront. This pattern of development also helps to mitigate damage and loss to properties from waterfront influences as well as protect sensitive environmental areas.

Much of the publicly owned land is made up of the waterfront properties referenced above, the Maplewood Garden Apartment Complex, the former “Tin Can” site, and the Florida Avenue Industrial Park which make up 24% of the entire Neighborhood. Further development of the Industrial Park and redevelopment of the northern waterfront will help to bring more rateables to the area since commercial and industrial uses are limited within the Neighborhood. As for the redevelopment of the lower waterfront and “Tin Can” site, these are proposed active and passive recreational projects which will not bring increases to tax revenue but will also not further strain the demand for municipal services.

MAP 8: Public Waterfront Land



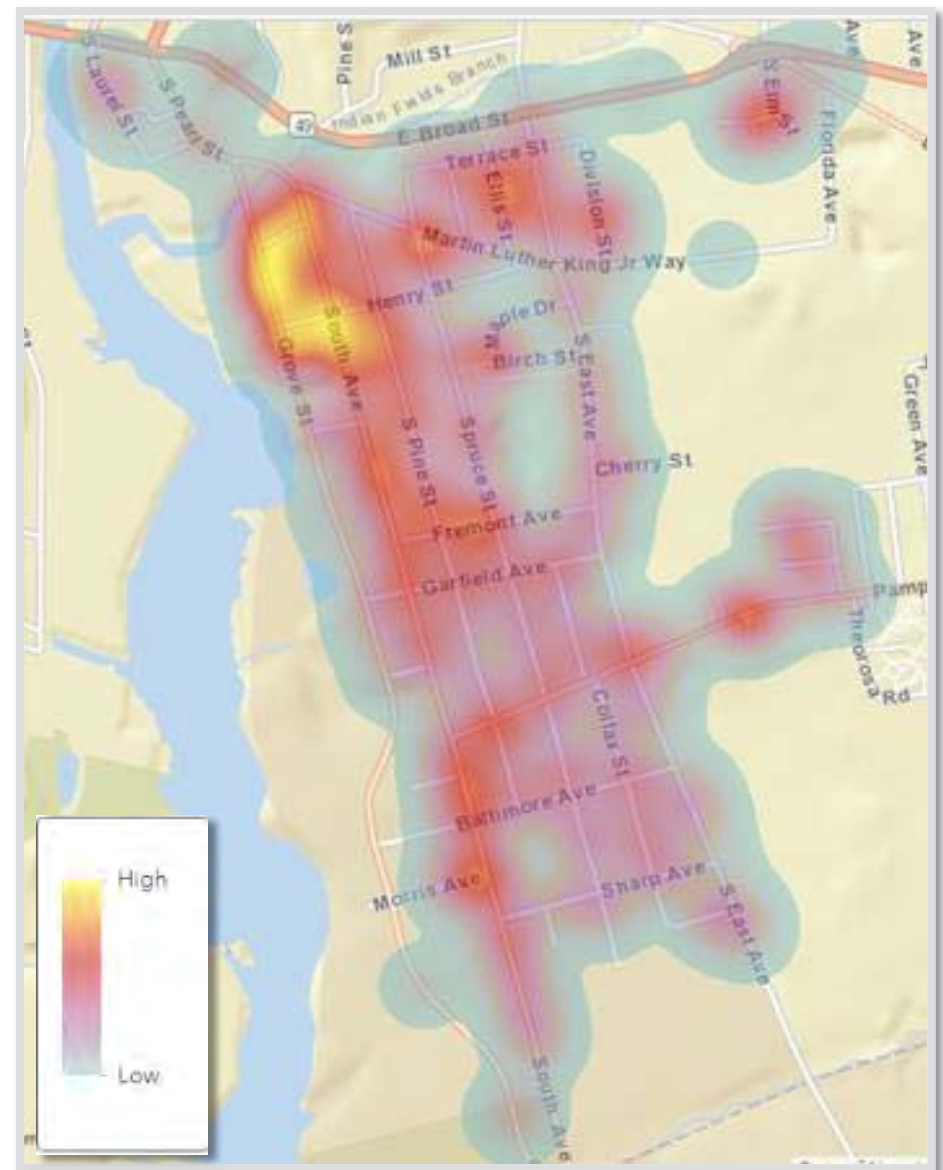
Source: City Tax Records

VACANCY

There are 145 vacant structures within the Southeast Gateway Neighborhood and 13 vacant units within mixed use commercial and residential properties according to the neighborhood survey. These 158 units account for 16.6% of parcels within the Neighborhood. This data is upheld by ESRI 2016 data showing 18.3% vacancy neighborhood wide.

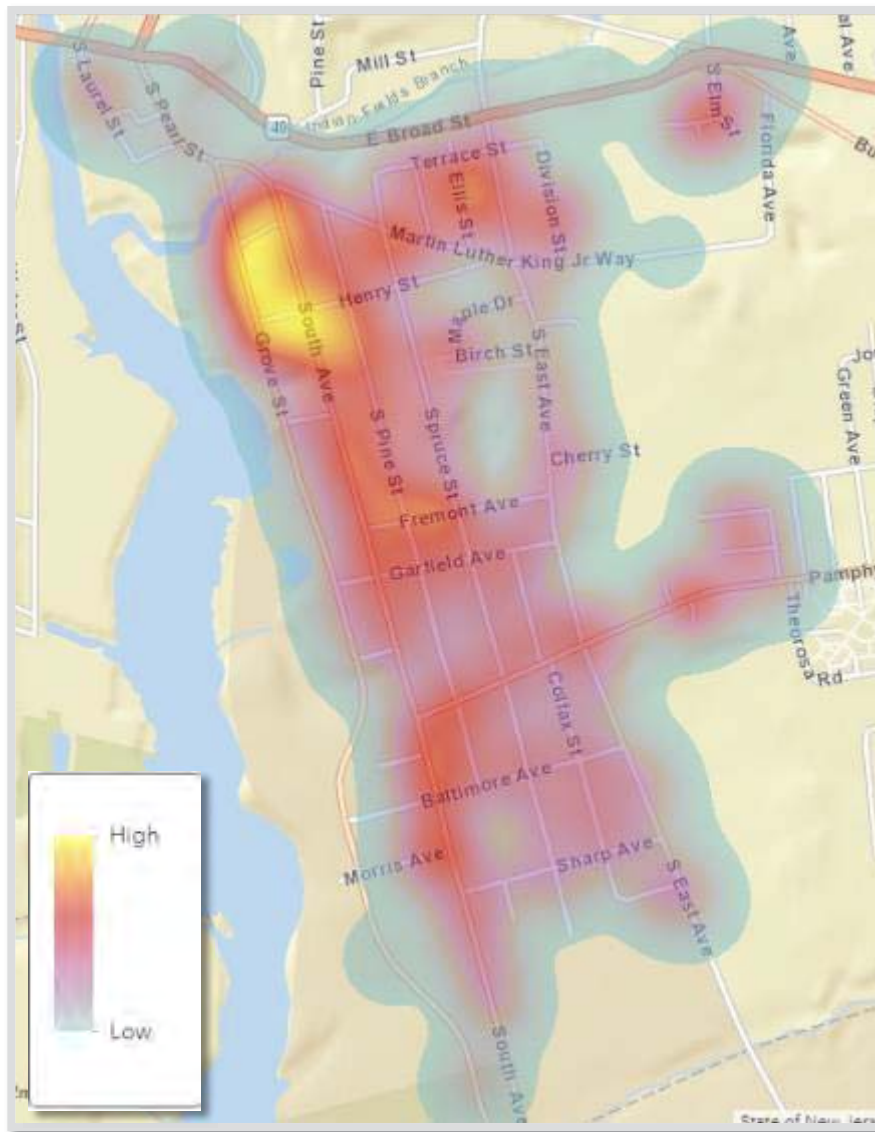
While residential properties account for the most frequent land use within the Neighborhood, only 59.7% are occupied, leaving 129 vacant residential structures or about 14% of the properties within the neighborhood. Higher concentrations of vacant properties occur north from Pamphylia Avenue. Map 9 illustrates that the highest concentration centers around Grove Street and South Avenue in the vicinity of Henry Street. There are also pockets around Ellis Street, Fremont Avenue, and South Avenue at Baltimore Avenue. This corresponds to clusters of properties reported to be in poor condition. Vacant properties are often linked to increased crime rates and decreased property values. This area is along the gateway arterial roadways within the Neighborhood. Travelers are immediately met with striking visual representations of the economic downturn when entering. Residents in attendance at the neighborhood meetings specifically identified Ellis Street in the northern end of the Neighborhood as having several vacant buildings as well as vacant lots which have come to be locations for litter and dumping as well as criminal mischief and suspected drug activity.

MAP 9: Areas of High Residential Vacancy



Source: PolicyMap, Parcel Survey

MAP 10: Areas with For-Sale Properties



Source: PolicyMap, Parcel Survey

MARKET CONDITIONS

The field survey reported 25 properties for sale either by an agent or owner. The properties for sale are concentrated around Henry Street but there is also a cluster around Fremont and Baltimore Avenue which are identified on Map 10. Plotting responses to the resident survey reveals that respondents in these areas feel somewhat or very unsafe walking in the community at night. This also corresponds to locations identified in the planning committee meetings that are a priority for the City of Bridgeton Mobile Police Substation (See Map 18 in the Action Agenda). The perception of crime in these areas may be influencing the stability of surrounding property values creating more property listings, lower property values, and decreasing market absorption rate from the influx of listings. The absorption rate of the Neighborhood is currently 1 sale per month.

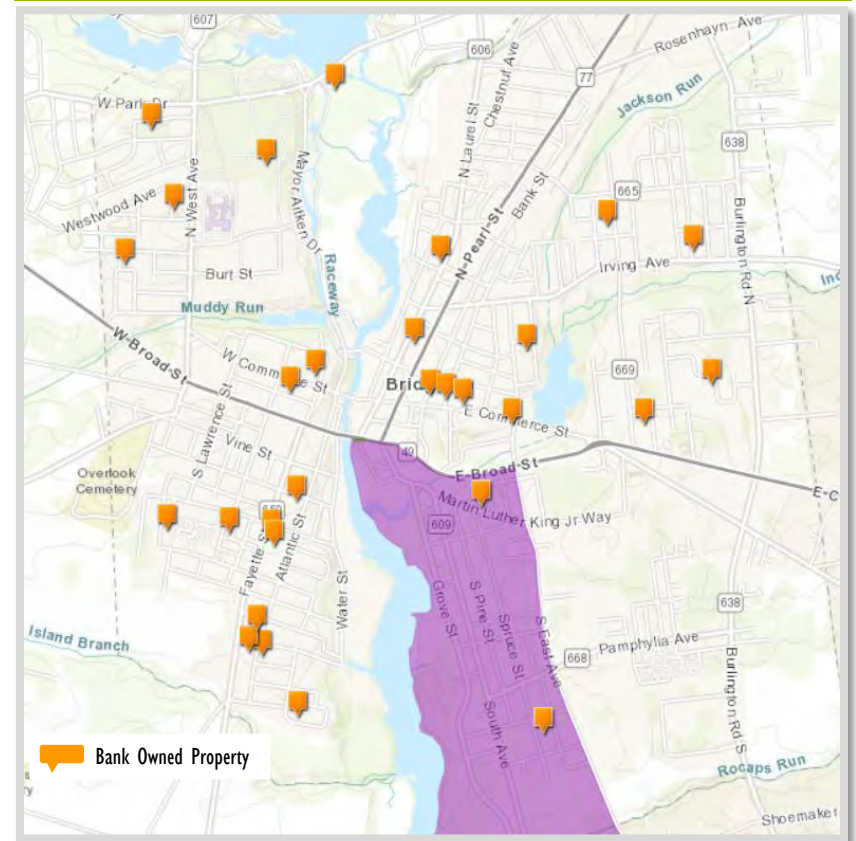
Community Change Reports generated by The Reinvestment Fund in partnership with the Wells Fargo Regional Foundation show both a decline in the number of sales and the average sales price within the Neighborhood from 2010 to 2015. The median sales price according to the Community Change Reports fell from \$38,170 in 2010 to \$21,119 in 2015. However, figures from the Multiple Listing Service for the last 3 years show improvement with relatively steady sales rates from 2015 to present. The median sales price for the same 3-month period of 2016 was \$17,950 where the most recent 3-month median of 2018 is \$23,000, suggesting a steady-to-upward trend in values within the Neighborhood. Southeast

Gateway Neighborhood sales prices in 2015 were significantly below neighborhoods to the west and north which average around \$40,000 and the City of Millville with a median of \$65,000 in the Reports.



Source: Community Change Reports, The Reinvestment Fund

MAP 11: Foreclosures



Source: RealtyTrac

The foreclosure rate as reported by RealtyTrac in January of 2018 was 1 in 374, the 4th highest in Cumberland County. However, reviewing MAP 11 of bank owned properties will illustrate that the Southeast Gateway Neighborhood has fared rather well in comparison to the City as a whole with only 2 properties listed as bank owned as of January, 2018.

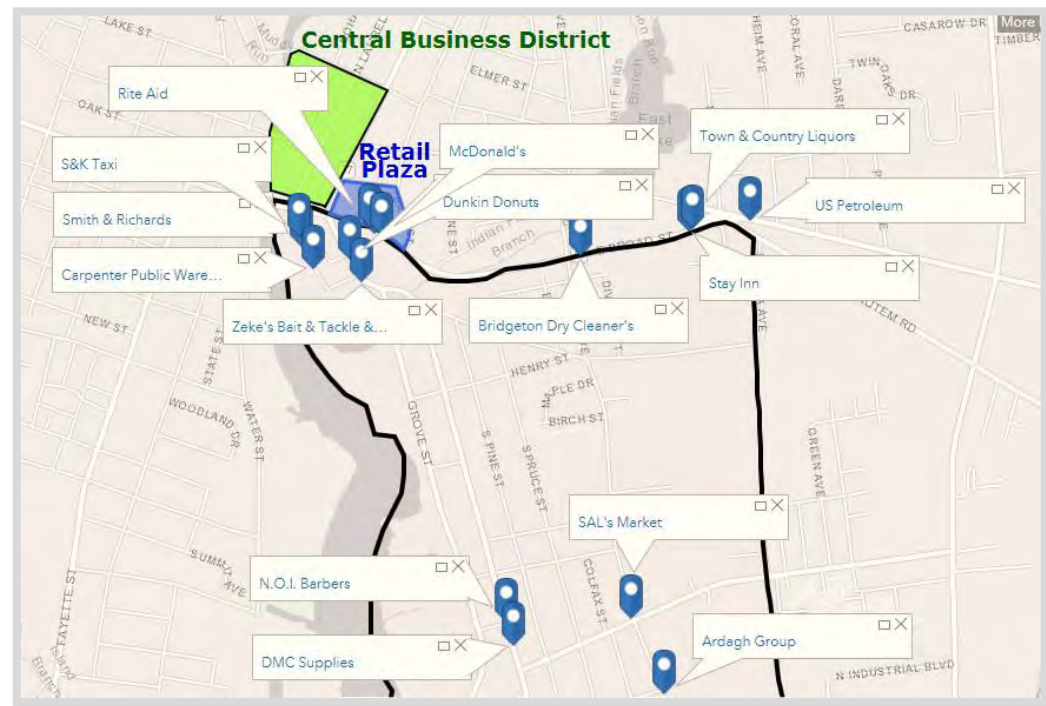
COMMERCIAL AND INDUSTRIAL

38 Commercial, industrial and mixed use properties were reported by the field survey. There are 2 active industrial properties: Valcar Distribution and Ardagh Group, a glass manufacturing company. These active industries total roughly 75 acres, or about 12%, of the Neighborhood, while vacant industrial properties along the northern section of Grove Street and Laurel Street consume about 12 acres of prime riverfront land just south of Broad Street. The Bridgeton Municipal Port Authority has acquired some of these parcels which are available for redevelopment.

Commercial uses are clustered in the northern end of the Neighborhood in the area of Broad Street as shown on Map 12. Later in the Action Agenda, the prioritization of The Gateway Transformational Cluster coincides with this area and is a logical progression of redevelopment along the waterfront which connects across Broad Street. This is also an entryway for the Neighborhood and should evoke the sense of spirit the Neighborhood desires to convey.

There are a handful of neighborhood service shops further south in the vicinity of Pamphylia Avenue such as Sal's Market and N.O.I. Barbers. It is worth noting that additional commercial opportunities exist just beyond the northern Neighborhood boundary including an anchor grocery store, eateries, drug store, and retail shops. In addition, the downtown Central Business District begins across Broad Street along North Laurel Street.

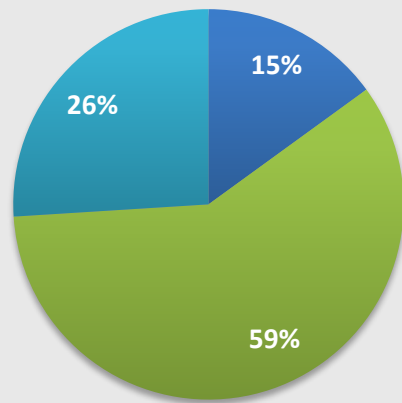
MAP 12: Commercial Properties



Source: ESRI, Planning Committee, Parcel Survey

76% of properties surveyed by Gateway Community Action Partnership were reported to be in Excellent or Fair-to-Good shape while 26% were listed as Poor-to-Bad.

Property Conditions



- Excellent
- Fair/Good
- Poor/Bad

PROPERTY CONDITIONS

Figure 1 below outlines how Reinvestment Fund defines these thresholds:

PROPERTY CONDITION DEFINITIONS



EXCELLENT

- New Construction
- Clean
- Maintained
- Newly Renovated



GOOD/FAIR

- Occasional Maintenance
- Deferred Maintenance
- Stable



POOR/BAD

- Failing Structures
- Fire Damage
- Missing Parts/Systems
- Boarded
- Trashed or Unmaintained Vacant Lots

MAP 13: Residential Property Conditions



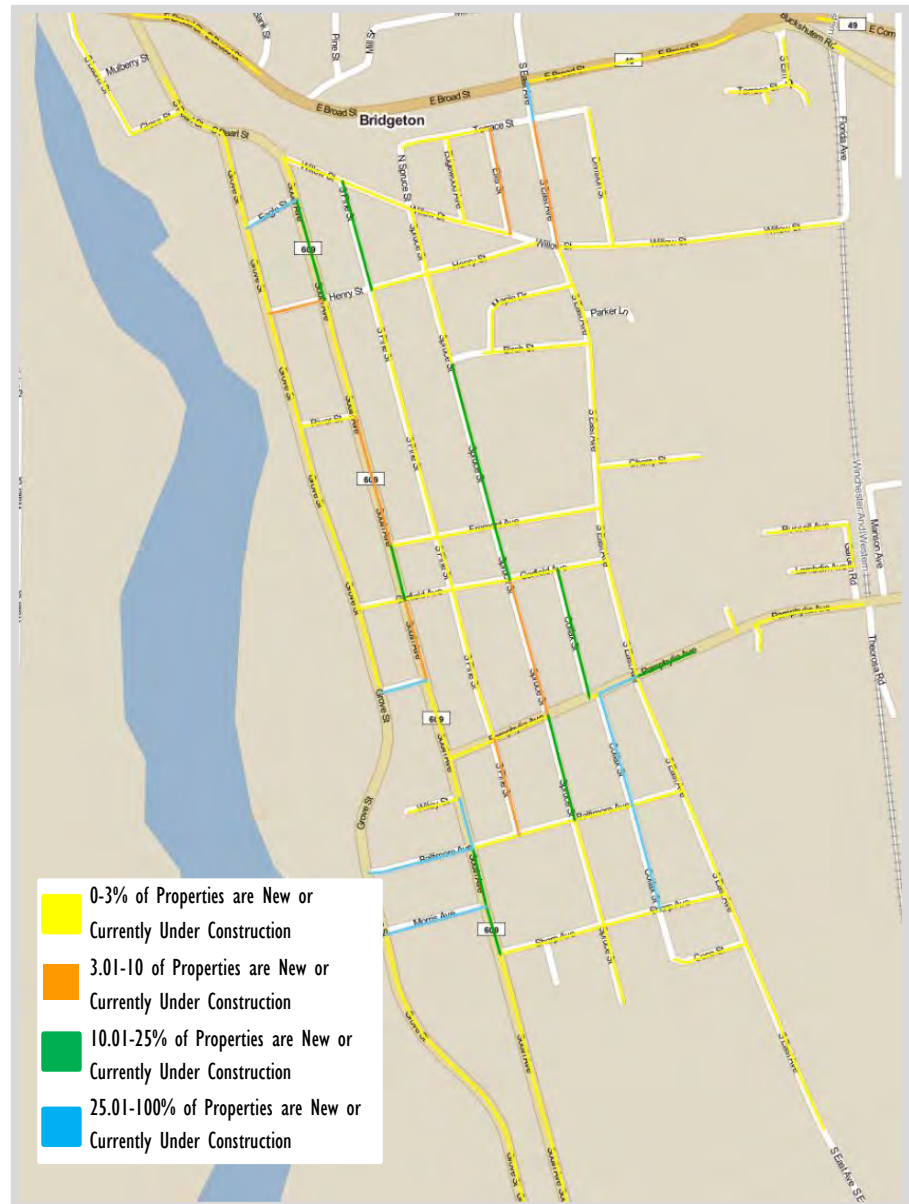
Source: PolicyMap, Parcel Survey

Properties along South Avenue and South Pine Street in Map 13 show a pattern of decline. It should be noted that this area corresponds with some of the Bridgeton Historic District. Development restrictions within the Bridgeton Historic District should be reviewed and a subsequent plan for reinvestment of this area be drafted. Properties that fall within a Transformational Cluster area should be given priority as funding becomes available.



MAP 14: New Construction

Using the PolicyMap output from the Parcel Survey, it can be observed that properties between Garfield and Sharp Avenues generally exhibit more signs of property maintenance and upgrades than others within the neighborhood.



Source: PolicyMap, Parcel Survey

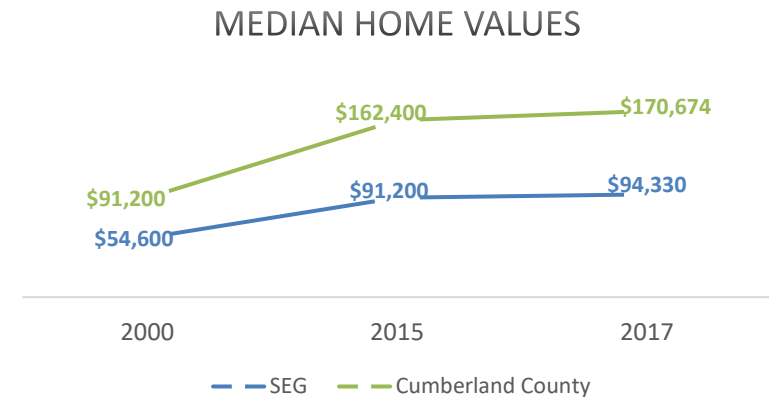
DEMOGRAPHIC TRENDS

HOUSING

Housing characteristics help to define the stability of the neighborhood. High vacancy rates at a neighborhood level may lead to decreases in civic activity, safety, and property values while low vacancy rates may cause housing prices to become unaffordable as demand surpasses supply. Increases in rental housing can often be a destabilizing factor whereas increases in homeownership may indicate increasing wealth and stability. Trends revealed by ESRI, a large, national data clearinghouse, show that the Neighborhood has shown signs of instability from the previous 2010 census data.

ESRI predicts a continued rise of vacant homes, an expected vacancy rate of 23.5% by 2022. More than half of the vacant units in 2010 were categorized as “Other Vacant,” which can be an indicator of properties in foreclosure and unattended properties which are ultimately targets for vandalism and crime, leading to lower housing values and increased costs to communities. This is not just a Southeast Gateway Neighborhood problem. Regionally and nationally communities are trying to recover from the mortgage crisis. Foreclosed homes have remained stagnant while legal proceedings can take 3 or more years, especially in New Jersey where average foreclosure time ranks #1 in the Country. While median housing value has increased since 2000, home values in the County are almost

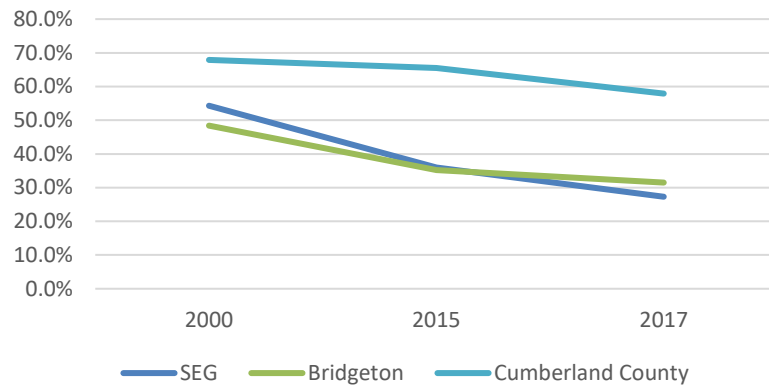
double that of the Neighborhood and have outpaced the rate of increase as well.



Source: American Community Survey

Of the occupied units, homeownership has fallen in the Neighborhood since 2000, also a trend in the City of Bridgeton and Cumberland County. The figure below illustrates this regional trend, with rentals in the Southeast Gateway Neighborhood accounting for more than half of the properties within the neighborhood. Most rentals in the area are in low-unit structures, 1-4 units, mostly duplexes or historically large homes that have been legally or illegally divided. City property records indicate that 59% of the units within the City as a whole are rentals.

HOMEOWNERSHIP

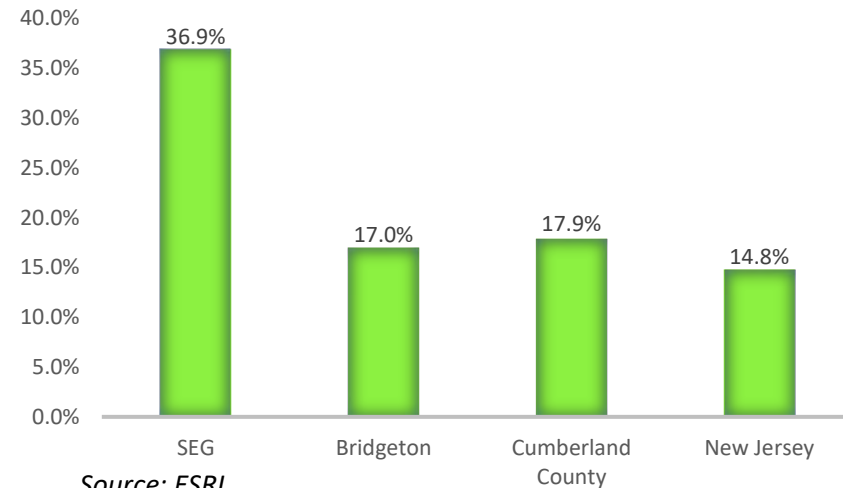


Source: ESRI

A strength of the Neighborhood is the deep roots many households have in the area. Census data reveals that over one-third of homeowners have been in their home since 1979 or earlier. The figure to the right shows this is double the trends locally and across the state. Both the City of Bridgeton and Cumberland County had the largest percentage of homeowners move into their home between 2000-2009, about one-third of homeowners.

The results of the Resident Survey mirror the data and indicate positive perceptions that come from such a strong, historical sense of community. More than half of respondents agree that community neighbors will work together to fix challenges in the neighborhood while three quarters felt that neighbors would help out other residents in need with small gestures or in emergency situations. Friendliness of neighbors is the highest rated

HOMEOWNER RESIDENCY BEFORE 1980



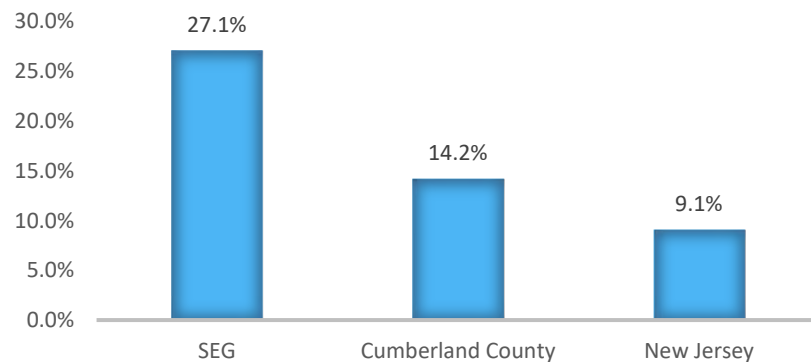
Source: ESRI

quality of life aspect among respondents, with over half describing it as “very good” or “good.”

Keeping residents in the neighborhood will help to build upon this strength. Research shows, however, that affordability in the area is becoming more of a problem for households of homeowners and renters. 2015 American Community Survey data indicates that 55% of homeowners and 56% of renters were cost burdened and of those, 21% of homeowners and 47% of renters were extremely cost burdened. The census defines cost burdened as those households that spend more than 30% of their income on housing and household spending more than 50% of their income on housing are defined as extremely cost burdened.

While data indicates that housing costs in the neighborhood are relatively less than regional markets, household earnings are significantly lower in the neighborhood which decreases the affordability of the area. 28% of households in the neighborhood earn less than \$15,000 annually, double the average of the County and triple the State average. More employment options with higher salaries is a key link that needs to occur for residents of the Neighborhood.

HOUSEHOLDS EARNING < \$15,000 ANNUALLY



Source: ESRI

Exploring the Neighborhood real estate market in more detail echoes trends discussed previously. The average home sales price has dropped by almost half of the 2010 rate within the neighborhood. In that same time period, median gross rents have tripled. Moreover, that sales price is only half of the surrounding area prices like Bridgeton and Millville.

Sales activity has declined, as well, since 2010. With a lower sales pace and increasing rental rate, homeowners may be converting their properties to rental units or dividing the unit to help them afford the cost of living. Juxtaposing this phenomenon with the high percentage of long-term residents is part of the aim of this plan to stabilize the neighborhood; keep the current residents vested in the community; and attract new residents who will help to make the neighborhood a safe and attractive place to live.

POPULATION

The Neighborhood has seen a decline in population from 2,250 residents to 2,093 residents between 2010 and 2017 per ESRI data. The 2010 Census indicates that the neighborhood is primarily African American at 69% with the second largest segment reported as “Some other Race” at 14%. The white population has seen an increase of 3% in 2017 while the African American segment has fallen to 56%.

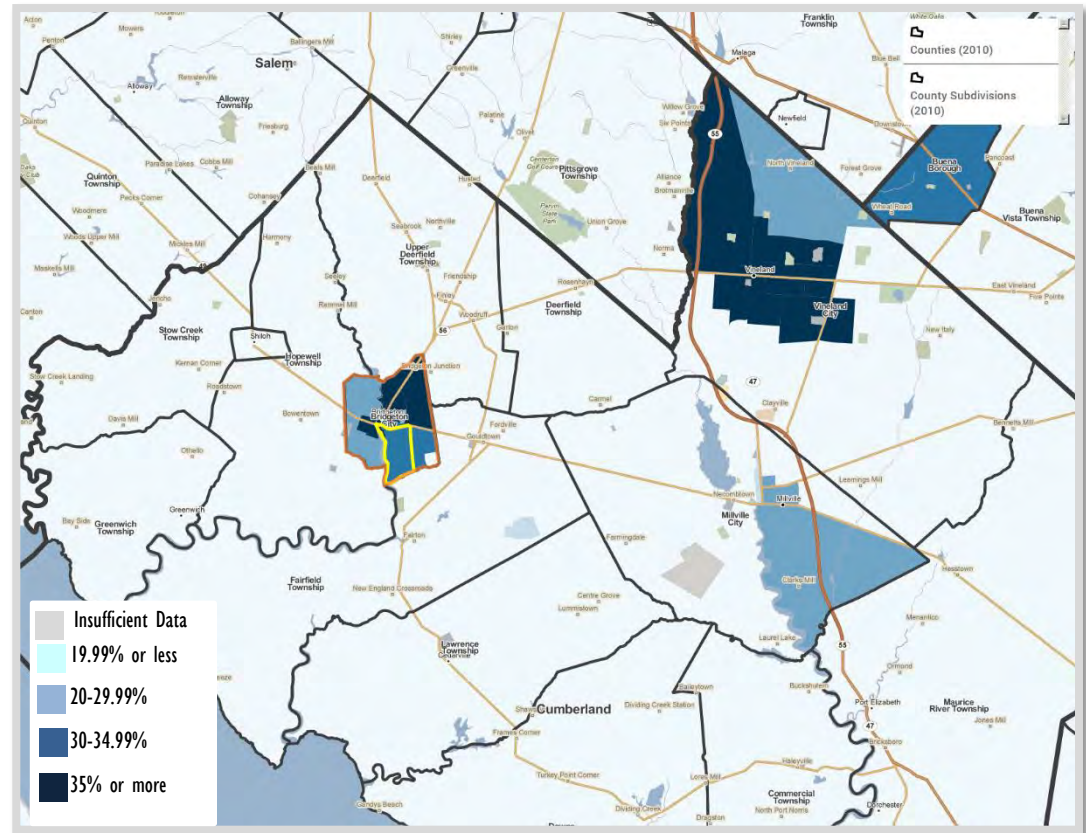
This large drop in the African American population is offset by a large increase in those reporting as, “Some Other Race.” Recent Census reports indicate that nationally, of those reporting themselves as “Some Other Race,” 97% were Hispanic. This category has unintentionally grown to the third-largest reported racial category in the United States, leading to studies exploring more indicative options on future surveys. Researchers have indicated that while Hispanic is an Ethnicity rather than a race, Latinos prefer to be categorized by their country of origin. Backing this

data, ESRI 2017 forecasts show that 35% of the community is of Hispanic origin and that rate is predicted to climb to 38% by 2022.

This trend mirrors data for the County while the City of Bridgeton as a whole has a much larger Hispanic influence, climbing from 44% in 2010 to 54% by 2022. Map 15 shows how the Neighborhood compares to the rest of Cumberland County.

This data shows that the Neighborhood is becoming increasingly diverse, mostly by an influx of Hispanic residents. Anecdotal information from community meetings indicates that the new Hispanic residents are good neighbors who maintain their properties well. Moreover, some Hispanic households may have more than one family living under the same roof. ESRI data affirms this belief reporting that in 2010, 10% of Neighborhood households were multi-generational compared to the New Jersey rate of 5%. This may be in part due to economic reasons and helping to maintain affordability as well as a cultural inclination of Hispanics to live in multi-generational households per Pew Research data¹.

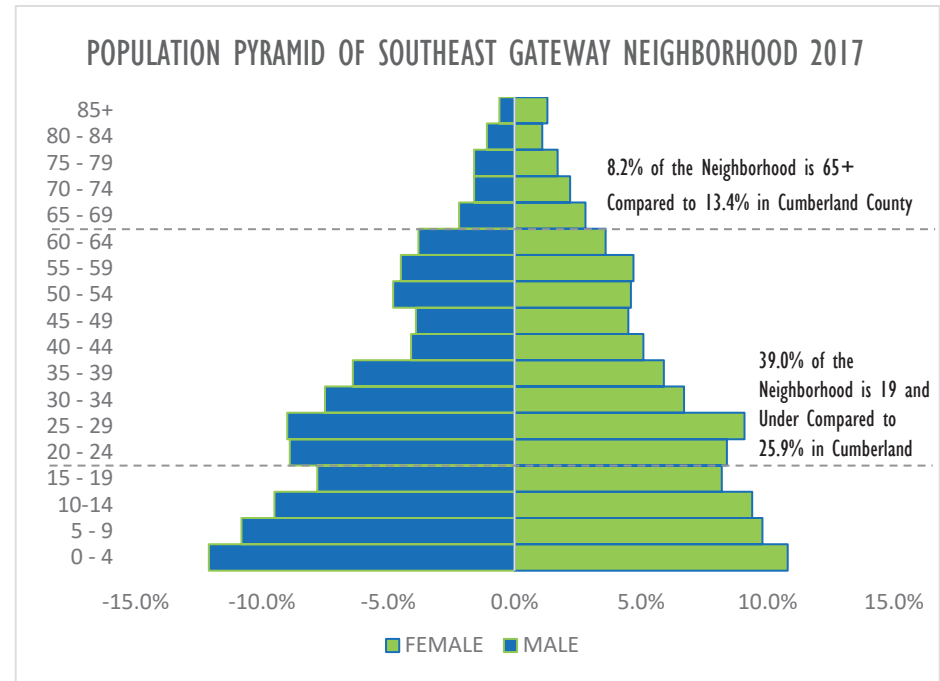
MAP 15: Hispanic Population



Source: PolicyMap 2012-2016 by Census Tract

¹ The Return of the Multi-Generational Family Household, March 18, 2010, Pew Research Center.

Another interesting trend within the Neighborhood is the age and sex distribution. The Neighborhood population is generally younger than the County as a whole. Supporting the need for economic development, the Neighborhood population under 30 has grown since 2010 while the 30-55 age cohort has decreased. The percentage of children under the age of 5 has increased since 2010 and is at a rate almost double that of the County and State². At the same time, the percentage of female residents now outweighs the male population within the neighborhood, increasing by 10% since 2010³. 51% of occupied housing is reported as a single parent household, with 85% of those families headed by a female. Indications of this data imply that increased day care, educational considerations, and job training targeted for working mothers may be important priorities to consider during the action planning phase of this plan.



Source: ESRI 2017

INCOMES AND ECONOMIC CHARACTERISTICS

After a decade of one of the most severe recessions in the nation's history, the City of Bridgeton and the Southeast Gateway Neighborhood have felt the impacts of this downturn in the nation's economy. Conditions are improving and in some cases significantly. But, there have also been changes in the characteristics of the community that pose challenges for economic development. In the City of Bridgeton incomes have increased in the past seven years.

² 2017 Population ages 0-4: Southeast Gateway Neighborhood – 11.4%, Cumberland County – 6.5%, New Jersey – 5.6%.

³ 2010 Southeast Gateway Neighborhood Female Population – 45%. 2017 Southeast Gateway Neighborhood Female Population – 55%.

The most recent median household income for the City is \$33,265. However, the poverty rate has increased and the number of people in the workforce has declined.⁴ The population of the City is increasingly diverse as more Hispanic residents have settled there. The Neighborhood has undergone significant demographic changes as well — changes that continue to evolve. These changes are shaping both the development and economic potential of the neighborhood in many ways.

The significant increase in Hispanic residents has several implications for economic development and job training. The first and most obvious may be a growing demand for bilingual services whether in the work place or in job training and placement programs. From the data estimates the increase in Hispanic residents has grown from 22.5% of the neighborhood's population in 2010 to 34.6% in 2017. This demographic change also brings the potential for changing retail, shopping and purchasing patterns.

The Southeast Gateway Neighborhood has experienced a population decline since the 2010 census. The number of female residents, however, has increased and the percentage of female residents increased significantly from 45% of the population in 2010 to 55% of the population in 2017. There has also been a large increase in the percentage of young people

under the age of 20. In 2010 this figure was 32.5% of the neighborhood population and by 2017 it had grown to 39.1%. 51% of all households in the neighborhood are headed by a single parent and of those households, 85% are headed by females. These statistics all raise questions about workforce readiness. They also imply a need for additional day care and job training services, particularly for the female population, to enhance the potential for better job and career readiness.

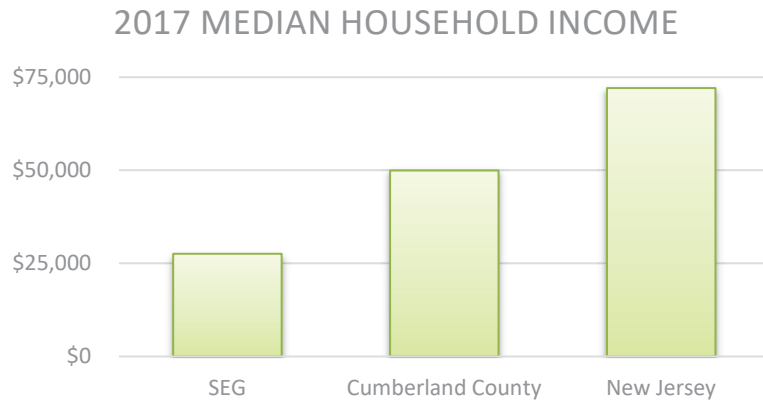
Incomes

Median Household Income in the Southeast Gateway Neighborhood is \$27,579, lower than the City's as a whole. The 2005 Neighborhood Plan placed median income at just over \$18,000 so there has been improvement in the last ten years, but income levels remain well below both Cumberland County and the State of New Jersey.⁵ According to ESRI forecasts, while median incomes are anticipated to rise City-wide, they are expected to fall slightly within the Southeast Gateway Neighborhood in the next five years.

⁴ 2017 estimate of median HH Income, ESRI. 2010 estimate of median HH income in the City was \$31,044 from ACS. Poverty rates have increased from 26.6% in 2010 to 32.0% in 2015 per ACS. The number of individuals in the

labor force has declined from an average of 8,800 in 2007 to 8,300 in 2017 according to the NJ Dept. of Labor.

⁵ Cumberland County's 2017 median household income was \$49,948 and New Jersey's was \$72,093.



Source: ESRI 2017

On the other hand, average household income is expected to rise in the neighborhood to \$39,734 by 2022 and per capita income is also forecast to increase from \$11,563 currently to \$12,279. This apparent contradiction is likely due to an anticipated increase in percentage of households and individuals in the neighborhood with very low incomes. This is borne out in part by the increase in the poverty level. Bridgeton's poverty rate increased slightly over the past several years from 30.8% in 2012 to 32.0% in 2015, according to the U.S. Census, American Community Survey. While estimates of poverty are not available for the Southeast Gateway Neighborhood, it is reasonable to assume given the fact that incomes in the neighborhood are generally lower than those citywide, that poverty in this neighborhood is greater.

Current Market Potential

The market potential of a community is measured against the level and types of spending exhibited nationwide. Assessing those areas where spending patterns reflect national trends can provide some guidance about the types of retail opportunities that might exist.

In the Southeast Gateway Neighborhood, purchasing patterns were at or greater than the national average in the following retail sectors.

- Children's Apparel
- Women's Clothing
- Jewelry
- Soft Drinks and Bottled Water
- Cell Phone Purchases
- Convenience Store Purchases
- General Grocery Purchases
- Small Kitchen Appliances
- Green Products
- Fast Food Purchases
- Foreign Travel

Examining Gaps in Retail Services

Another tool for exploring economic potential is a “gap analysis.” This tool examines those sectors of the retail economy where significant levels of spending are occurring outside of a given community. There are very few retail opportunities in the Southeast Gateway Neighborhood, so it makes more sense to examine spending patterns for the City as a whole, rather than for the neighborhood alone, since the neighborhood represents too small a geography to get a sense of what is available.

The following sectors of the economy show sizeable numbers of consumer dollars leaving the City of Bridgeton. Figure 2 illustrates this pattern graphically. The bars to the left of the axis show the leakage of consumer dollars to the outlying communities. The bars to the right of the axis show sectors of the market where sales are strong locally.

FIGURE 2: RETAIL LEAKAGE/SURPLUS FACTOR BY INDUSTRY GROUP



Source: ESRI Retail Market Place 2017

Existing Jobs and Business Patterns

From a broader economic perspective, ESRI data estimate only 29 businesses and 151 jobs in the Southeast Gateway Neighborhood. This compares to 713 businesses and 9,409 jobs citywide. Clearly, the great majority of businesses and jobs reside outside of the neighborhood. But, this is not unusual. Most urban areas, both large and small, concentrate jobs and businesses in downtowns or in industrial parks. What is more important is how the labor force in the neighborhood aligns with the jobs available.

The following table makes that comparison. As can be seen from this table, the workforce composition of the Southeast Gateway Neighborhood reflects the composition of the job base in the City of Bridgeton with two significant exceptions. There is a much larger percentage of the neighborhood's population in the service industries and a much smaller percentage employed in public administration or government. While the difference in the public administration percentages is not unusual given that Bridgeton is the county seat and consequently the home for many public sector jobs, these comparisons offer some initial direction in terms of job training and placement possibilities and begin to suggest areas of the economy where new opportunities for employment may exist.

Table 2
Labor Force and Job Comparison City of Bridgeton and Southeast Gateway Neighborhood

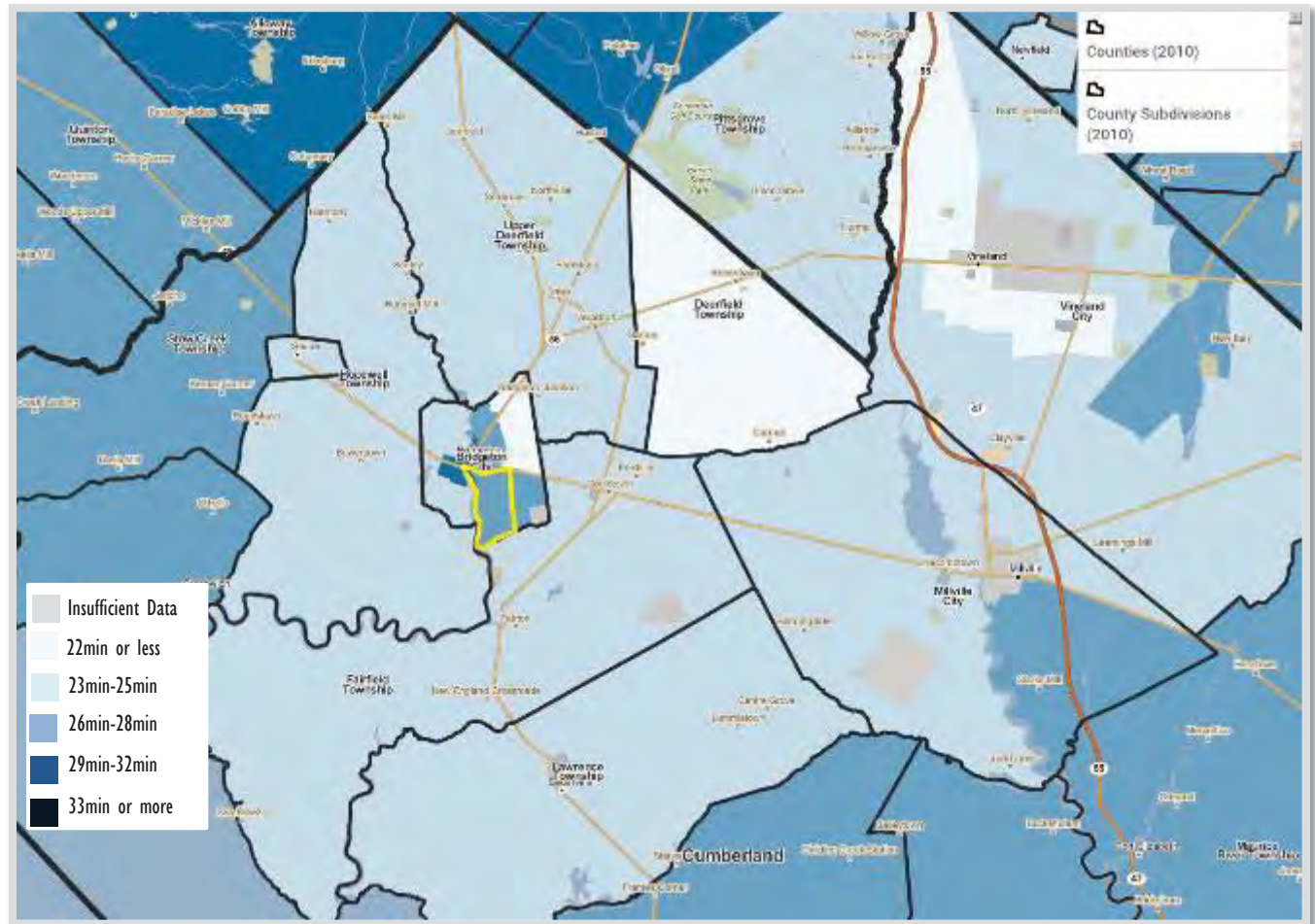
Sector of the Economy	Percentage of Employed Individuals working in This Sector	Percentage of Jobs in the City of Bridgeton in This Sector
Agriculture & Mining	2.0	1.2
Construction	3.8	2.3
Manufacturing	9.2	8.8
Wholesale Trade	1.1	2.8
Retail Trade	11.1	12.4
Transportation/Utilities	4.4	3.4
Information/Communications	0.7	0.2
Finance, Insurance & Real Estate	4.7	2.9
Services	53.8	36.1
Public Administration/Government	9.3	29.9

Source: ESRI 2017 and U.S. Census ACS, 2015

There are several implications stemming from these statistics.

The large percentage of neighborhood residents employed in the services sector suggests that they are commuting beyond the City for employment. According to the 2015 American Community Survey (U.S. Census), Bridgeton residents as a whole commuted an average of 25 minutes to their jobs. Map 16 breaks this average down by census tract which shows the Southeast Gateway Neighborhood residents commuting further on average than the City. The extent to which training programs can be developed that focus on diversifying the neighborhood labor force to target jobs in proximity to the neighborhood, or to the City should be something that is explored in the plan.

MAP 16: Travel Time to Work



2016 U.S. Census, ACS

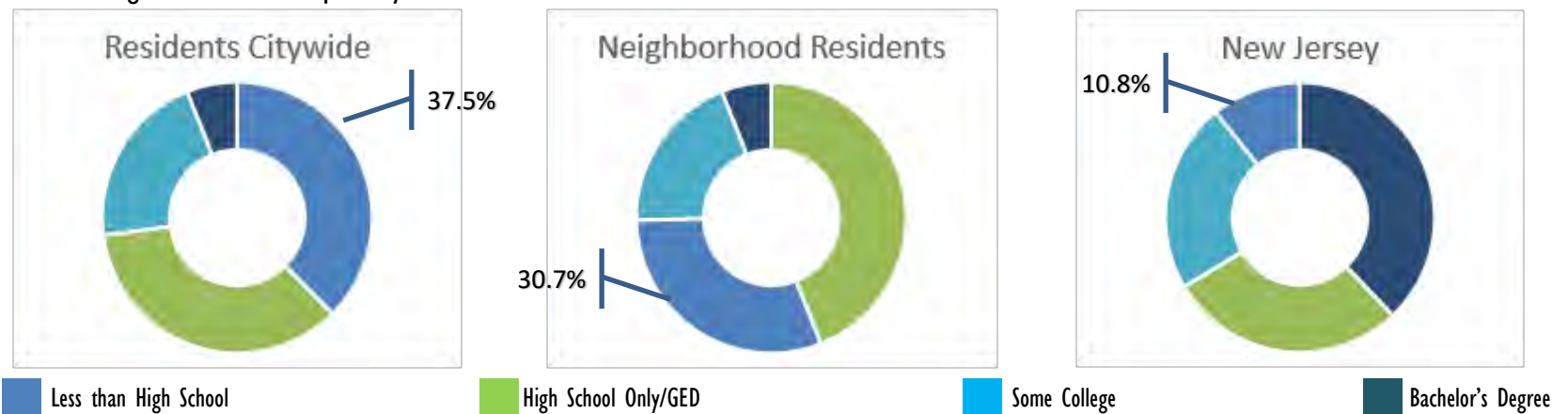
The table also suggests that education levels and job training programs generally are needed to address the needs of both current and future residents. Table 3 illustrates the comparison between educational attainment among residents in the Southeast Gateway Neighborhood and city residents as a whole.

Table 3
Educational Attainment Comparison

Attainment Level	Neighborhood Residents	Bridgeton Residents Citywide	Percentage Difference
Less than High School	30.7%	37.5%	-6.8%
High School Only or GED	44.0%	35.4%	+8.6%
Some College	19.3%	21.0%	-1.7%
Bachelor's Degree or Better	6.0%	6.1%	-0.1%

Source: ESRI 2017

This table indicates that neighborhood residents are more qualified than city residents as a whole for those jobs requiring only a high school diploma or equivalent GED. Both the neighborhood and the city have a very large percentage of residents without a high school education; and both have relatively small percentages of persons with some college level attainment. For the sake of a broader comparison, 37.9% of New Jersey residents had at least a Bachelor's Degree; and only 10.8% lacked a high school education. Clearly these statistics illustrate the need for investments in job readiness to both diversify the workforce and begin to achieve parity with the State as a whole.



QUALITY OF LIFE

NEIGHBORHOOD ASSETS

At the June 2017 Planning Committee meeting, attendees were tasked with a neighborhood asset mapping exercise to identify the strengths and resources of the community. Reviewing the assets available to a community can help to uncover solutions to problems that have been identified. The process itself helped the committee to mobilize and see their community in a different light, one that is empowering and acts as a catalyst for change. Map 17 is the product of this workshop.

Vibrant conversation led the group to champion the people



of the community as one of the strongest assets of the neighborhood. Previous data illustrated that more than double the amount of Southeast Gateway residents have lived in the Neighborhood before the 1980's compared to the City of Bridgeton, the County of Cumberland or the State of New Jersey. The history of the neighborhood and the historical designation were also recognized as major strengths of the area.

As you will see in Map 17, there is an abundance of churches within the Neighborhood. The committee agreed that their presence should generate more community outreach, advocacy, and programs offered to residents.



MAP 17: Southeast Gateway Neighborhood Asset Map



Source: Planning Committee

CRIME AND SAFETY

Safety and crime have considerable effects on resident quality of life within the Southeast Gateway Neighborhood and the greater Bridgeton region. This planning process has helped to identify the local issues through neighborhood meetings, the resident survey, dialogue with City officials and Chief of Police, and the field survey. Further exploration by the planning committee helped to parse out specific areas of concern after reviewing the above data sources.

A major concern stemming from the results of the resident survey is the state of physical conditions of streets, sidewalks, lighting and public spaces within the Neighborhood which rated “poor” when calculating the mean score of respondents. The physical condition of homes and safety also rated on the lower end of the scale as “fair” to “poor.” 57% of the renters surveyed voiced they would not invest in purchasing a home within the Southeast Gateway Neighborhood, with 48% of them citing crime and other safety issues as the primary reason. Currently, those surveyed are generally satisfied with the community but are split whether or not they would recommend the area as a good place to live. Improvements to a community that evoke

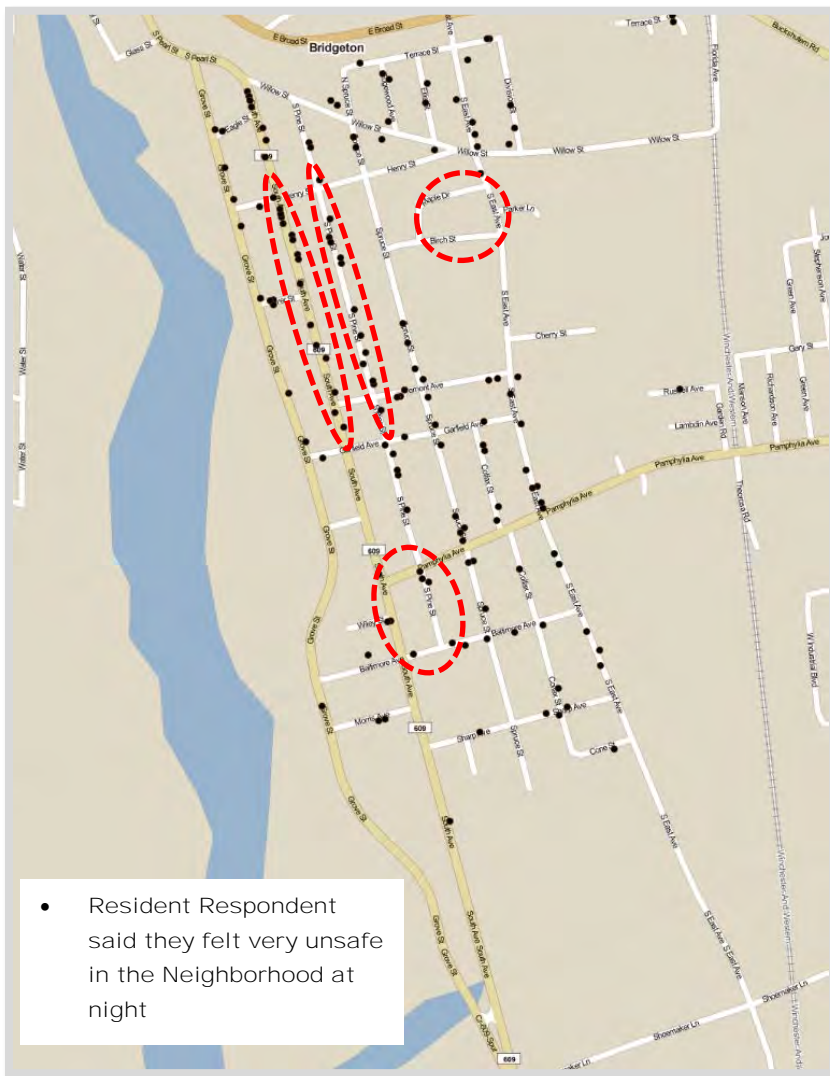
a sense of ownership that make residents proud are foremost and will then help to attract new residents to the area.

Aside from the condition of public space attributes, hazardous traffic flow was identified through several different means as a major safety concern for the Neighborhood. The main concern is the high amount of tractor trailer traffic through the residential streets. Dialogue as occurred with representatives of the planning committee and City Officials to discuss rerouting industrial truck traffic to use major arteries such as South Avenue and avoid local roads that run through the neighborhood.

The physical state of neighborhood conditions often parallel those areas where crime and theft are prevalent. The planning committee helped to identify priority areas of distress through a series of interactive sessions using neighborhood maps and photos to document this need. Map 18 was available to illustrate how respondents of the resident survey perceived crime within the Neighborhood.

The Police Chief attended the September 2017 Planning Committee meeting to introduce the new Police Mobile Substation to the group and discussed a documented reduction in crime and complaints in areas where the

MAP 18: Perception of Safety at Night



Source: PolicyMap, Resident Survey

substation has been active. Map 18 illustrates the residences of individuals who responded to the resident survey and said they felt very unsafe at night. The Map also shows those priority areas where residents indicated they would like to see the Mobile Police Van located. The Committee identified the following areas of priority for consideration in locating the substation:

- South Avenue between Henry Street and Garfield Avenue
- South Pine Street from MLK Jr, Way to Fremont Avenue
- Maplewood Gardens
- And residential areas where there is a high concentration of homeowners (i.e. lower South Avenue, MLK Jr, Way, Baltimore Avenue, lower South Pine...)

These areas can benefit from greater police presence, police bike and foot patrol, better lighting and security cameras. A strategy to address vacant structures and lots will also help to benefit these areas as their existence often times promotes dumping, illegal activity, and squatters.

Despite surveyed residents reporting feelings that the neighborhood has not improved over the last 3 years, they are more optimistic about the next 3 years. The Action

Agenda builds on this belief and creates a framework to implement projects that will bring it to life.

MOVING FORWARD

Economic trends, population trends, and demographic characteristics are all related in some way. One of the major challenges of this plan will be to reverse the downward trend in home ownership, population, and other characteristics that are contributing to the current economic conditions in the neighborhood.

This means that new strategies and concepts need to be part of this plan that are transformative, not just for the Southeast Gateway Neighborhood, but for the City as a whole. New projects and initiatives need to be developed for the neighborhood that can spill over and impact growth and development in the City of Bridgeton.

RESIDENT SURVEY

SURVEY DEMOGRAPHICS

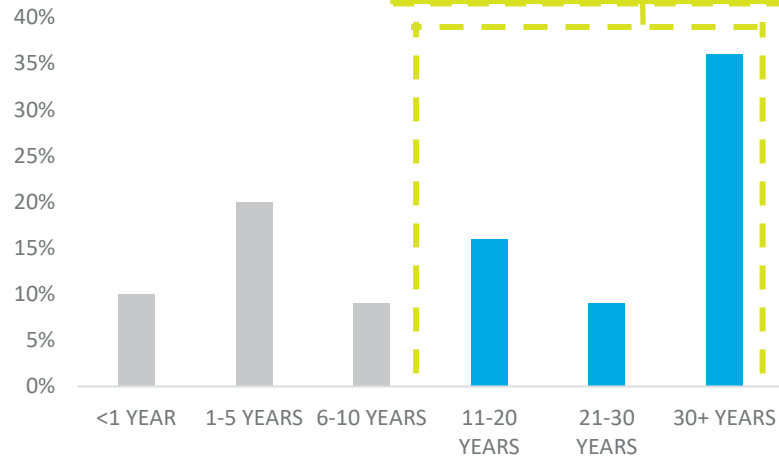
Volunteers led by Gateway Community Action Partnership in the Summer of 2017 knocked on 600 doors and collected a total of 246 completed survey responses to the customized neighborhood satisfaction survey. The volunteers included

high school and college students who were trained to conduct one-on-one interviews with adult members of the surveyed households. A response rate of 41% showed similar demographics to secondary data sources, therefore, suggests a desirable representation of the community.

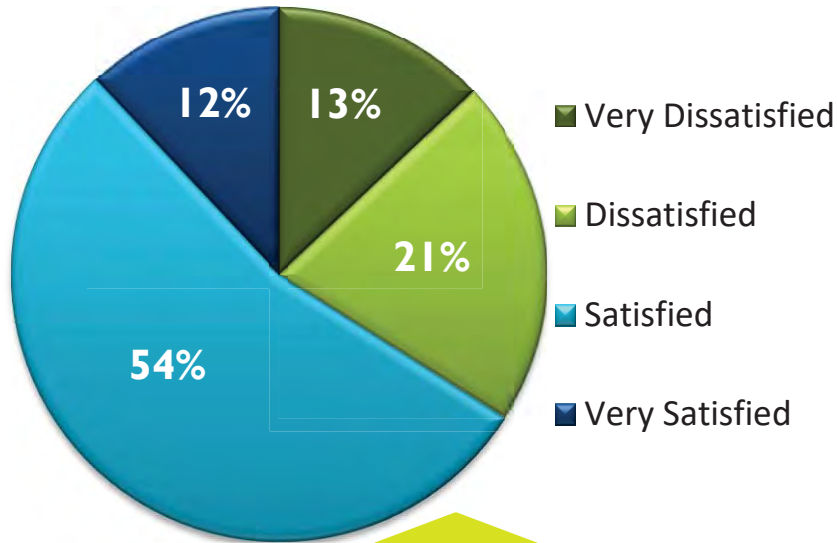
Of the survey respondents, 54% were homeowners, 42% were renters, and 4% answered neither. This occurrence is somewhat skewed from census data which indicates a recent majority of renters within the Neighborhood and should be taken into consideration when analyzing the satisfaction of survey respondents.

The extended residency and community network of the Southeast Gateway Neighborhood is a clear strength of the Neighborhood that resonates throughout the survey. One-third of respondents live in the neighborhood to be close to friends and family while another third were born there or have no choice. The vision reflects the goal to build upon this strength to help counteract negative trends within the Neighborhood and to model how communities can transform themselves from within.

LENGTH OF RESIDENCY

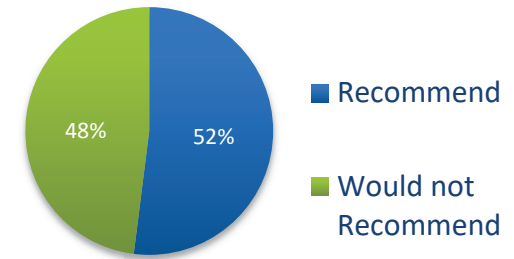


61% of residents have lived in the Neighborhood for over 10 years!



Two-thirds of respondents were either “satisfied” or “very satisfied” living in the community.

Would you recommend this neighborhood to someone as a good place to live?

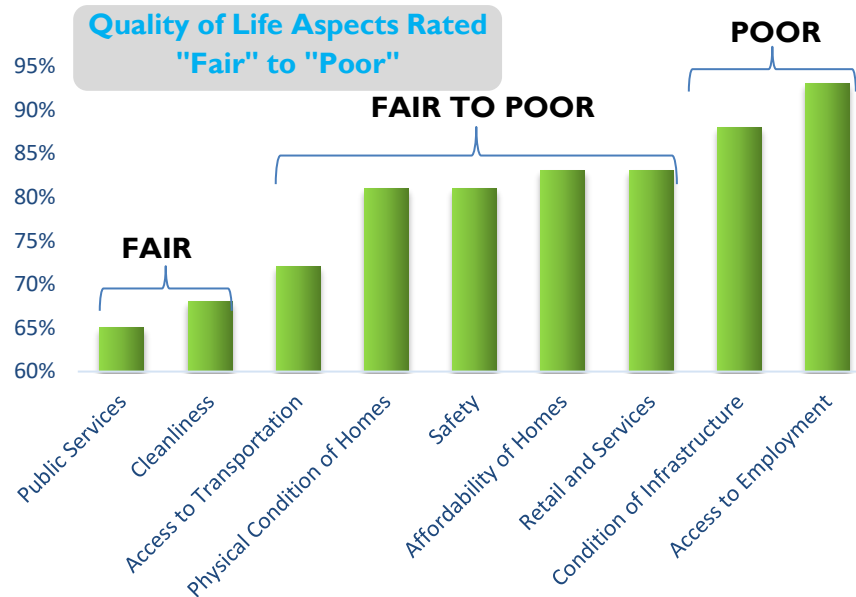


Friendliness, connectedness, kindness — these conditions undoubtedly form the lifeline of the Neighborhood and what helped to move the 2005 Plan forward. Almost three-quarters of respondents felt it was likely for a neighbor to help a child in need and two-thirds felt the same for elderly neighbors or if they were in need of a favor. Friendliness of neighbors is the highest rated quality of life aspect with 55% rating is “very good” or “good.”

These responses help to illustrate the capability of the Neighborhood to work together in creating and implementing a plan. However, other factors must be considered and addressed through vision and subsequent actions.

Although there is general satisfaction with the neighborhood, the residents were split on whether they would recommend

the neighborhood to others. Of those renters responding to the survey, 48% indicated that due to crime and other safety issues, they will not purchase a home in the neighborhood.



The top issues needing improvement identified by respondents include access to transportation, physical conditions of homes, safety, affordability of homes or apartments, variety of goods and services available in the neighborhood, physical conditions of streets, sidewalks and public spaces, and access to employment centers.

How do we keep homeowners in the neighborhood? How do we attract residents to the neighborhood? This plan aims to identify several transformative initiatives that will address the concerns of residents and implications of changing demographics.

- **Public Safety.** Pockets of blight where crime, failing infrastructure, and deteriorated physical conditions prevail are still a concern of residents when compared to the 2005 Resident Survey. Previous strategies have been implemented and measurable success has been achieved in some areas, however, the need is still ever-present and requires ongoing strategic implementation.
- **Economic and Community Development.** Offering more goods and services, affordable housing options, as well as job training and entrepreneurial opportunities will create a more sustainable neighborhood that is attractive for current and new residents.
- **Creativity and Sustainability.** Ongoing recreational outlets and community involvement will strengthen resident quality of life for years to come.



ACTION PLAN



CORE VALUES

Perseverance
Faith
Fortitude
Determination
Quality
Integrity
Innovation
Humanism

STRATEGIES FOR NEIGHBORHOOD CHANGE AND URBAN TRANSFORMATION

When the Southeast Gateway Neighborhood Planning Process began, leaders both within the Planning Committee and the City saw the process as an opportunity not only to define a strategy for neighborhood revitalization but also to develop ideas and projects that would help to transform the City of Bridgeton. That is a tall order.

Realizing this possibility requires the empowerment of local residents, community leaders and partnerships from around the County and region. But it will also require new, collaborative efforts - efforts that are beyond the immediate reach of the neighborhood.

This Action Agenda outlines that effort. The plans and programs that residents feel are important are listed as well as those projects that can have transformational impacts on both the neighborhood and the City. These include “quick wins” — initiatives that are under way now as a direct result of the planning process.

There are proposals that can occur within a near term planning horizon. But, there are also projects that will require long-term planning and a methodical, step-by-step process of implementation. These project concepts and

initiatives were raised at neighborhood meetings, through the resident survey, from the implications of the background data, and in discussion with staff and the Planning Committee.

NEAR TERM PROJECTS AND PROGRAMS

As a direct result of the dialogue initiated by the planning process, there are a number of projects and initiatives under way and successful outcomes that have already been realized. The following pages provide descriptions and where appropriate, estimated costs of a proposed project. The initiatives are organized by planning goals. There is also a matrix as part of this section that defines the various tasks, partners, timeline, funding sources and other resources needed to implement both the near-term and the longer term projects.

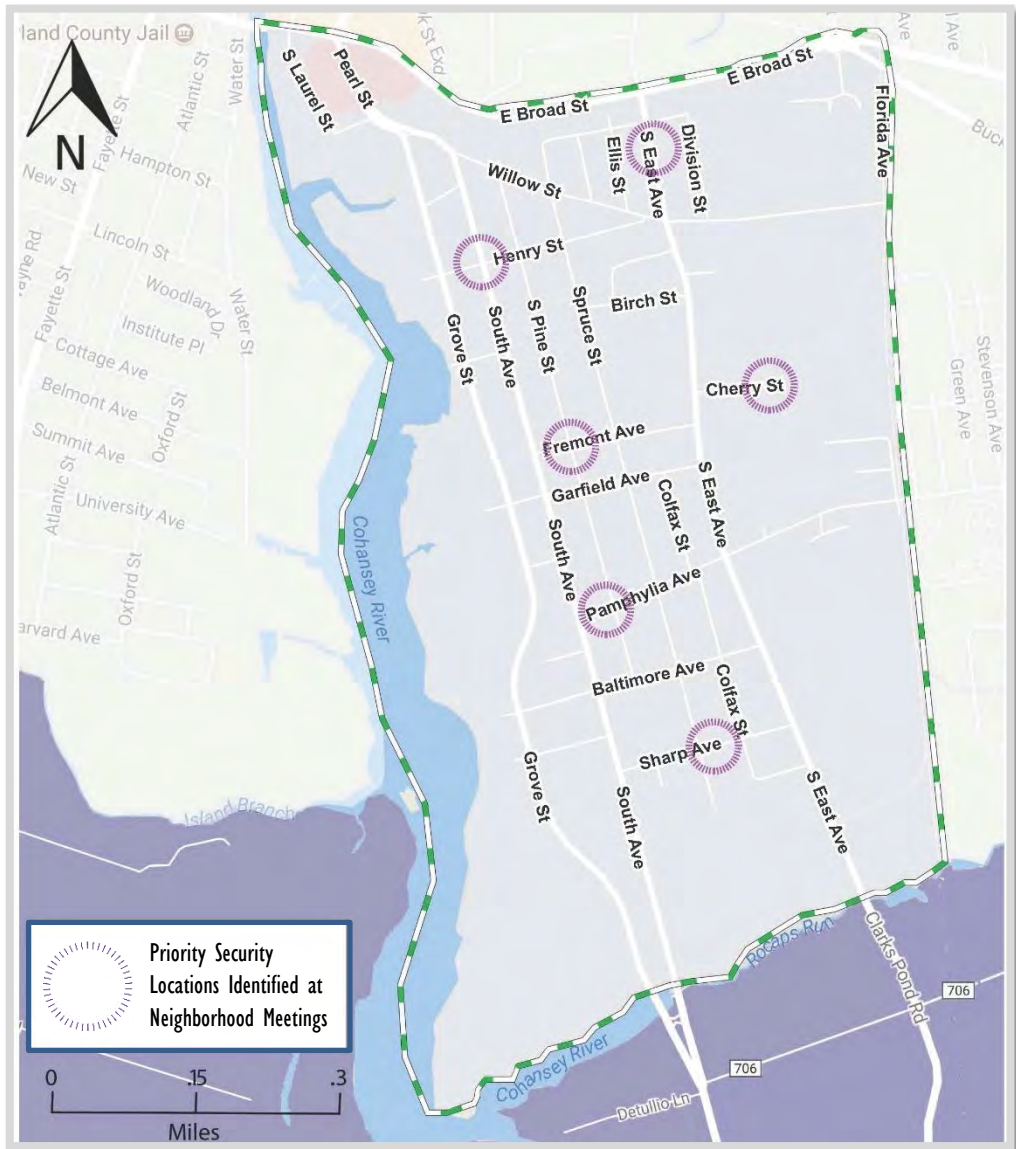
GOAL I: ENHANCE PUBLIC SAFETY

Public safety is the top neighborhood priority. There was a consensus among Planning Committee members and participants at the neighborhood meetings that until people feel safe, there are not many other large initiatives that can be undertaken successfully. As a result, the City has moved quickly to begin to address this issue.

Near and Mid-Term Actions

A Mobile Police Substation. As a direct result of the Neighborhood Meetings that were held in the summer of 2017, the City activated a Mobile Police Substation, complete with cameras and other equipment and can be moved from “hot spot to hot spot” throughout the neighborhood. Both the resident survey mapping (found in the Appendix) and the “hot spot map” developed from feedback at the February 8, 2018 Neighborhood Meeting show areas in the neighborhood where the Mobile Substation and surveillance cameras should be located and is illustrated in Map 19.

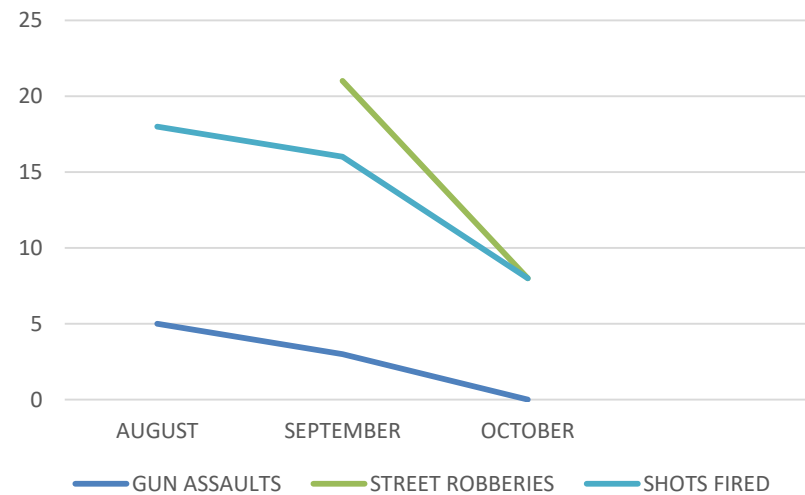
MAP 19: Mobile Police Hot-Spot Priority Locations



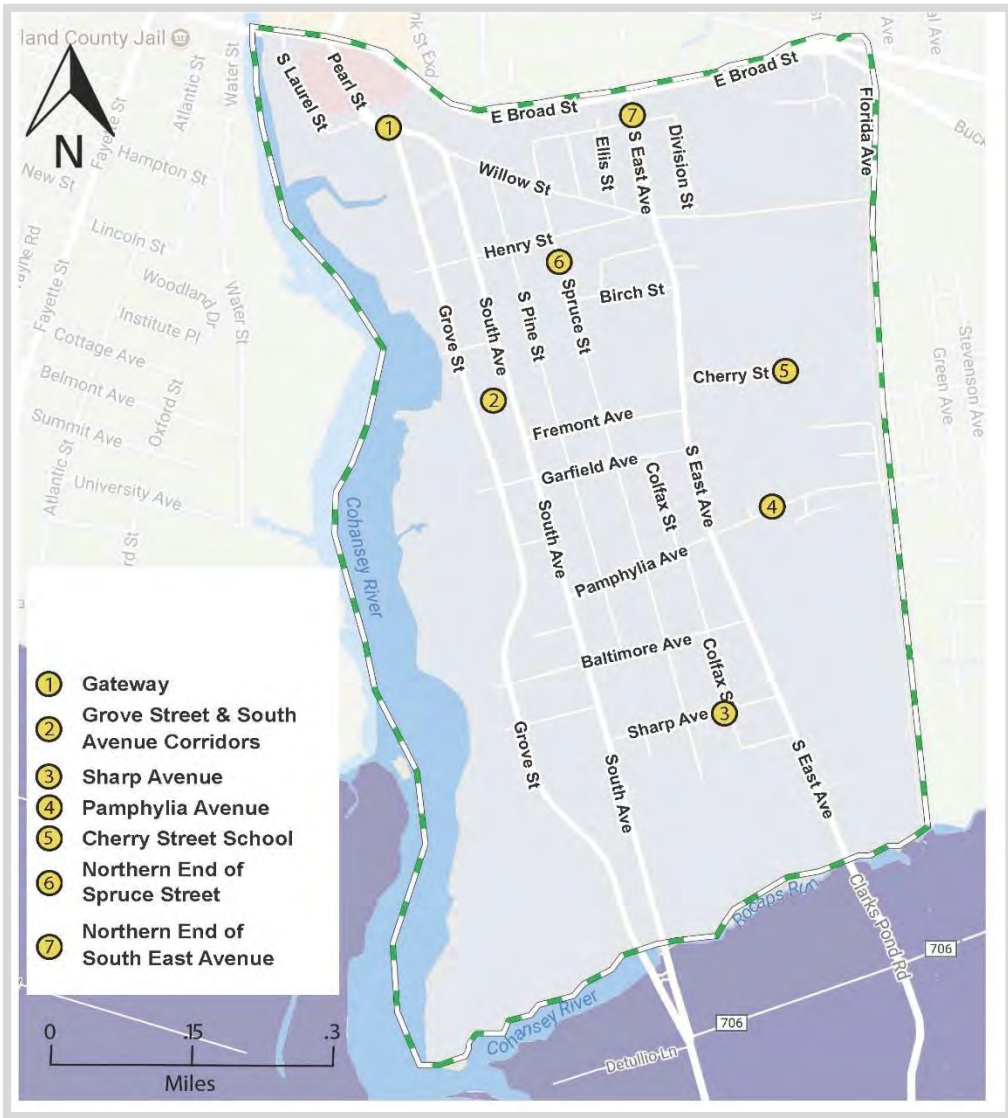


According to the Bridgeton Chief of Police, the work that has already been done has significantly reduced crime in the time that the station has been operational. Statistics show that gun assaults dropped from 5 in August; to 3 in September; and to 0 in October of 2017. Street robberies fell from 21 in September to 8 in October; and reports of Shots Fired dropped from 18 in August, to 16 in September, and 8 in October. In addition to the Mobile Police Unit, alternative patrolling techniques are also being implemented. Funding for this initiative is being borne by the City of Bridgeton, but sustaining and expanding its success is important to the neighborhood.

IMPACT OF MOBILE POLICE SUBSTATION



MAP 20: Street Lighting Priority Locations



Street and Lighting Improvements. At a Neighborhood Meeting in January 2018, residents were asked to identify on a map of the neighborhood where they thought better street lighting was needed. Map 20 highlights those locations, along with areas illustrated on the mapping of resident survey responses.

Because of the scope of this project, it will have to be installed in phases. The Transformational Clusters indicate the highest priority areas which represent the initial phases of the project.

Additional alternatives to enhance neighborhood lighting include motion-sensitive flood lamps on key properties and at “hot spot” locations. Neighborhood residents identified these locations which are highlighted on Map 20 at the Community Meeting on February 8, 2018. Depending on the type of street lamp desired, costs for equipment and installation may run as high as \$2,500 per pole and light fixture.

MAP 21: Bus Shelter Priority Locations



Bus Shelters for School Children.

Bus shelters, the type of which is depicted in the photograph can run as high as \$10,000 per shelter, including installation costs. An estimated 14 bus shelters are needed in the neighborhood. Map 21

illustrates the current route of school buses and the locations where bus shelters are needed - locations also suggested by neighborhood residents.



Neighborhood Watch Program. According to the National Neighborhood Watch Institute, there are several key steps to creating a successful crime watch program. These include:

1. Defining the geographic areas of the Crime Watch Program;
2. Formalizing the relationship with Law Enforcement;
3. Engaging residents in an informational campaign indicating that a Neighborhood Watch Organization is being formed and invite them to attend an organizational meeting;
4. Establishing the organization at the first meeting by defining reporting and organizational protocols. This includes working with the Southeast Gateway Neighborhood Planning Committee and coordinating the tracking and reporting of crime with the City Police Department to ensure the confidentiality of the reporting process and other issues that are of concern to residents.
5. Discuss neighborhood events that can help keep “eyes on the street” such as group walks for exercise; block clean ups; block parties and other special events.
6. Develop Literature to promote the program; erect signage; and begin the initiative.

The National Neighborhood Watch Institute provides street signage, window stickers for homes and businesses, and literature to help guide the development of Neighborhood

Watch Programs. Obviously, the Bridgeton Police Department is a key resource for the development of this program as well and may well have experienced personnel to help guide the start-up of the effort. An estimate for getting the program started, including street signs, window decals, organizational literature, and a social media or other link with the Bridgeton Police Department is \$10,000.



Increased Community Policing. Studies and the experiences of other communities indicate that an increase in the presence of the police reduces crime. With the development of a permanent police substation in the neighborhood, residents would like to see more walking or biking patrols initiated.

MAP 22: Proposed Truck Routes



- Major Highway Arteries Per City Master Plan
- Proposed Major Truck Routes to and from NJ Route 49

Rerouting Truck Traffic. Steps are already being taken as a result of the various Neighborhood Meetings to reroute industrial truck traffic away from key neighborhood streets such as Southeast Avenue and Martin Luther King Way. Map 22 illustrates a preferred truck route in and out of the Southeast Gateway Neighborhood that is proximate to the major industrial sites and that avoids Southeast Avenue, Martin Luther King Jr. Way, and Baltimore Avenue. Signage targeting this route will have to be erected through both the City and County Public Works Departments and information brochures distributed to businesses and industries.

Traffic Circulation at Buckshutem Road and NJ Route 49.

This is a key intersection at the north end of the neighborhood and one that is critical to the expansion of the Florida Avenue Industrial Park. Through the effort of City government, the improvement of this intersection has been placed on the Transportation Improvement Plan (TIP) of the South Jersey Transportation Planning Organization. This \$5.5 million dollar realignment is in the design stages and construction is scheduled to begin in 2018.

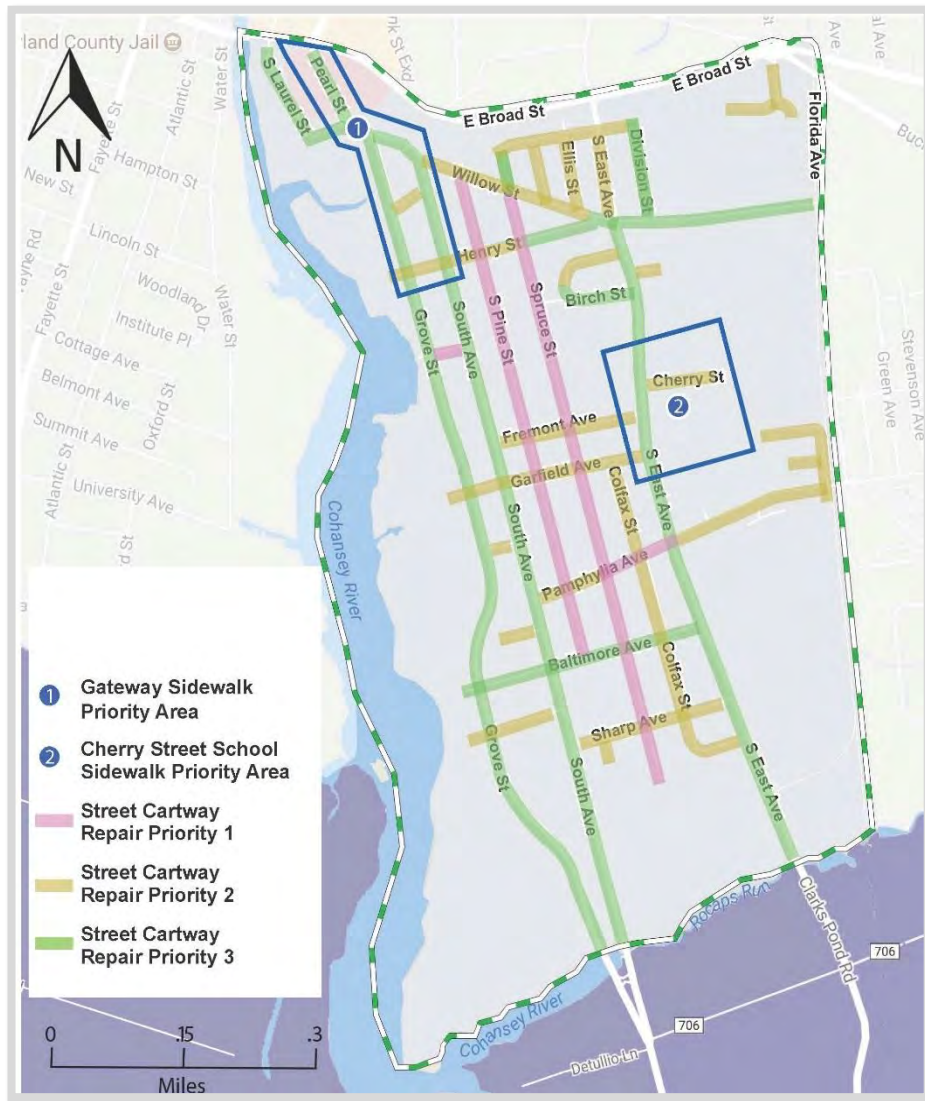
Longer Term and Transformational Initiatives

Permanent Police Substation and PAL Center. A permanent police substation could be as small as some renovated portion of a currently abandoned home or building. To make the project transformational, however, the inclusion of a Police Athletic League facility would accomplish several important neighborhood objectives. It would provide a recreational center and planned activities for youth. It would anchor a key location in the neighborhood, such as the proposed community park at the former “Tin Can” site; and it would offer a visible and permanent deterrent to crime. To combine space for both the substation and the PAL Center would require a minimum of 15,000 s.f. at an estimated cost of \$2.5 million dollars.



Expand Neighborhood Watch. Once established, the Neighborhood Watch can be expanded through the use of surveillance cameras, the participation of additional residents, the use of security or motion-activated lighting, and other techniques. The Program needs to be reviewed on a regular basis with the City Police Department to monitor results, make adjustments, and ensure its ongoing success.

MAP 23: Street and Sidewalk Prioritization



Reconstruction of Streetscapes, Curbing, and Sidewalks. As indicated at Neighborhood Meetings and through the parcel survey and field work done by the planning team, curbing, sidewalks and street infrastructure is in generally poor condition. Map 23 indicates those locations where investment in new infrastructure is critical and creates a prioritization of investment. These locations – comprising approximately 1.7 miles of neighborhood streets – are among the most deteriorated in the City. Some will need repair and resurfacing. Others will require comprehensive reconstruction. The total cost of this work is estimated at \$1,735,000.



GOAL 2: ADVANCE ECONOMIC AND COMMUNITY DEVELOPMENT

Economic and workforce development are needs that were expressed in the previous neighborhood plan. But because the national economy went into a severe recession almost immediately after the plan was completed, the economic environment was not conducive to realizing many of the project and job training suggestions that were offered. Neighborhood leaders, City officials and prospective partners are all in a much stronger position today to advance the plan's economic and community development initiatives.

This position has been enhanced further as a result of the Governor's action to include Census Tract 205 (which encompasses the Southeast Gateway Neighborhood) in the new Opportunity Zone Program. This Federal program will provide tax and other financial incentives that spur private investment in low income neighborhoods throughout the nation. The designation will make it easier to leverage public funding with private dollars for many of the residential and commercial projects envisioned in this plan. The details of this program are still being developed, but the program's potential impact will be realized starting in 2019.

Near and Mid-Term Actions

Create a Neighborhood Job Training Database. Advancing workforce development is an issue raised by neighborhood residents both at meetings and through the resident survey. Literature promoting job training

opportunities should be developed and distributed both in hard copy and social media. Through the Greater Bridgeton Family Success Center at 155 Spruce Street, regular meetings, interviews, and a database that tracks the name of a job applicant, the connection to job training, and the ultimate job placement through the Workforce Development Board (WDB) should be created and maintained.

This resident training database could also include opportunities for youth. Through the Rutgers Food Innovation Center, young people could be educated at Cherry Street School for possible career tracks in the culinary arts field. Connections with the new Cumberland County Technical School could also help to inspire youth at an early age for careers in technology, the trades, and other opportunities offered by the technical curricula.

The Cumberland County College, through its STEAMWorks Program provides maker space opportunities for people of all ages to invent, learn new technologies, and experiment with innovative concepts and ideas. These linkages can also be promoted with residents of the neighborhood and the Cherry Street School to encourage career possibilities.

Link Workforce Needs to WDB Opportunities. The Cumberland-Salem-Cape May Workforce Development Board can play a major role in working with local and regional employers and to identify job opportunities for qualified Southeast Gateway residents. This formal relationship needs to be

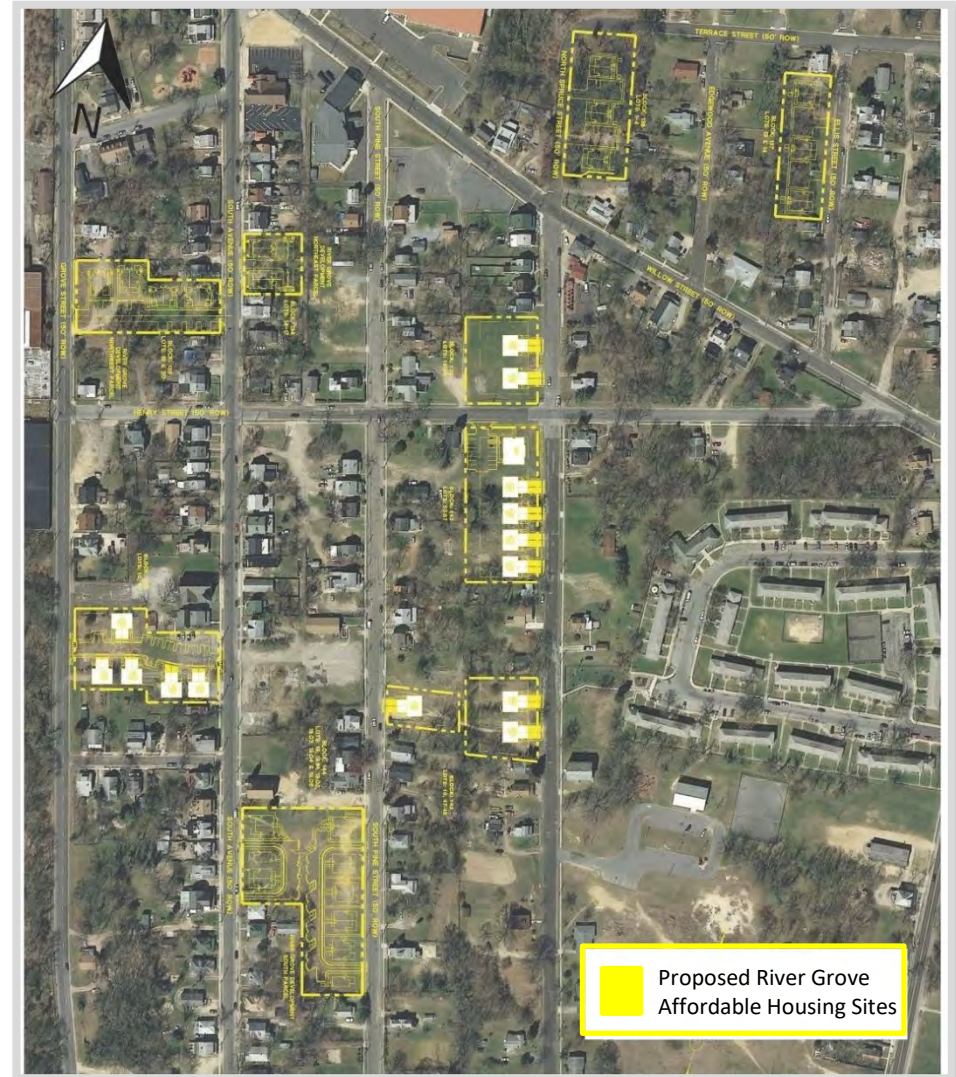
established and the WDB should be represented on the Neighborhood Implementation Task Force, (see page 81 of this plan.)

Demolish Abandoned Homes and Properties. Based on the parcel survey that was developed for the neighborhood, there are an estimated 158 abandoned residential and commercial properties. These properties are shown on Map 9 of the Parcel Inventory. Some of these structures are bank owned. Others are in the possession of private owners. The City is in the process of putting together a Vacant & Abandoned Property Program that is intended to provide the municipality with a “toolkit” to deal with these structures so that they do not remain a blighting influence in the neighborhoods. This toolkit provides very specific mechanisms that lets the municipality hold owners (and when appropriate) creditors (i.e. State chartered bank, savings banks, savings and loan associations or credit unions, etc) accountable for the condition of their properties and when necessary, the ability to rehabilitate and put properties back on the tax rolls. The program is based on P.L. 2003, C. 210 (N.J.S.A. 55:19-78 et seq) and will unfold over the course of 2018. The Southeast Gateway Neighborhood should be a priority location for implementing this strategy.

Provide Additional Affordable Housing. Gateway Community Action Partnership is already in the process of building new affordable units in the neighborhood as part of its *River Grove Project*. These new units, many of which are on scattered sites and will provide quality rental housing, will be located in the areas defined on Map 24. There are 68 new units planned and construction should be completed by 2019. Where possible, new, single family units should have front, side, and rear yards. Where yards do not currently exist and where there is municipal ownership taken of an abandoned residential property, side yards can be created and either dedicated to a willing neighbor or sold to a neighbor for a nominal fee. There was also interest expressed by residents in a “*Home Ownership Upgrade Project*,” whereby residents who are currently home owners would be counseled on ways to leave an existing home and move into a better home ownership situation.

Preserve Homes in the Historic District. Neighborhood residents and property owners should work with the City of Bridgeton to identify programs and target funding that supports the preservation and renovation of historic homes and older structures in the Southeast Gateway Neighborhood that are part of the City’s Historic District.

MAP 24: River Grove Scattered Site Housing



Longer-Term Actions and Transformational Initiatives

Develop Mixed Use Residential and Commercial Project at the Waterfront.

The Cohansey Waterfront is a huge underutilized asset in the neighborhood. For the most part, is not visible from the neighborhood and was identified as the first asset on the asset inventory created by the Neighborhood Planning Committee.

This is also a location that represents some of the most desirable real estate in the City and some of the most marketable property. Because it is an area within the Coastal Area Facilities Review Act (CAFRA) Zone, development of any waterfront real estate will have to conform to CAFRA regulations which are significant. The planning and design of a mixed use project needs to begin as soon as possible. Conceptual design could be performed as part of a graduate engineering program at Rowan University or other regional educational institutions.

The costlier elements of a project could then be borne by grant dollars, venture capital, and a private sector investor. A very preliminary vision for such a project is found in Figure 3 and could include elements such as:

- A. Commercial Uses at Ground Level. The waterfront is a key asset. It needs to be developed and is probably the most feasible location for any viable retail activity.

- B. Residential Second Floor or an Adjacent Residential Complex. To be successful, however, it must attract new residents to the neighborhood and to the City. So a residential component is necessary.
- C. Pedestrian Promenade and Link to Pedestrian Way to Zoo. The waterfront project suggests a pedestrian promenade which will link to center city and ultimately the Cohanzick Zoo, providing more than a mile of pedestrian walkways.
- D. Kayaking and Marina Facilities. Waterfront recreation will add to the attractiveness of the facility and bring people to the area, further enhancing the commercial viability of the commercial uses.
- E. Waterfront Dining. Another asset that enhances viability and sustainability is waterfront dining, which would also strengthen the appeal of the project.

Just adjacent to the waterfront are a number of old industrial sites that used to be home to names such as Hunt-Wesson, 7-Up, and other businesses. These locations, literally at the “gateway” to the neighborhood are also sites that would benefit from and become more marketable with investments targeted at the waterfront and its immediate vicinity.

Expand the Florida Avenue Industrial Park. New development at Florida Avenue is gaining traction. The Cumberland County Improvement Authority (CCIA) in coordination with the Rutgers University Food Innovation Center

MAP 25: Proposed Industrial Park Expansion



(FIC) is constructing a new facility that will provide micro-businesses graduating from the FIC with space to expand. This will create new jobs for prospective Southeast Gateway residents and heighten the location of the Neighborhood for new industrial investment. There is room to expand the industrial park to accommodate new business. Map 25 illustrates these locations, which are adjacent to the Winchester and Western Shortline Railroad – an additional asset.

Grant funding to assist the City in designing the park layout and the road and other infrastructure to the site would be approximately \$500,000 dollars. In addition, the City has been working to advance the “Phoenix” Redevelopment Area, which is just outside of the neighborhood. This area, also noted on Map 25, will be another location where jobs and new industries will be located. The area coincides nicely with the proposed truck route shown on Map 22 (Pg. 67) since it is immediately adjacent to South Burlington Road and Pamphylia Avenue.

The Southeast Gateway Plaza Project. One of the principal projects identified in the initial Southeast Gateway Neighborhood Plan is Gateway Plaza. Phase I envisions a neighborhood retail cluster at the southeast corner of Pamphylia Avenue and South East Avenue, currently in the process of transfer of ownership from NJ Economic Development Authority to Gateway Community Action Partnership.

The 27,325 sq.ft. retail outlet will include services such as laundry, dry cleaning, food outlets and health services like an urgent care center and is estimated to cost \$2,582,750 to build. There is an extensive Market Study being developed to support the feasibility and best positioning of the project. In addition, the Market Study will identify a range of business attraction strategies, identify programs to retain business, and offer concepts for encouraging business expansion and development. The Southeast Gateway Neighborhood needs to stay engaged with the City of Bridgeton so this project remains a high priority and that other commercial projects that are part of this plan are included in the City's business attraction and marketing campaign. Phase II is a residential component adjacent to the site on an interior road to be constructed off of Pamphylia Avenue. 50 affordable housing



Southeast Gateway Plaza

units will be constructed through a partnership with the City of Bridgeton, the land owner. Financing and design funding need to be secured but the entire project remains an important aspect of the neighborhood’s revitalization.

Develop a Hospitality Project. Because the Florida Avenue Industrial Park is developing with the potential to expand, the market for new hospitality businesses will also increase. A small hotel complex with a restaurant on the property could serve the new industries as well as the existing businesses in the City and Region. Transformational Clusters 1 and 2 shown on Map 26 on page 82, which summarizes the development recommendations of the plan, provides a potential location for the hotel/restaurant complex. This site obviously needs to be visible from NJ Route 49, which makes these locations the most viable.

GOAL 3: ENSURE CREATIVITY AND SUSTAINABILITY

The success of this plan depends on its ability to sustain both excitement and a creative approach to neighborhood revitalization. Each of the transformational initiatives in and of itself represents a project that will have a major impact on both the neighborhood and the City as a whole. How they are tied together and how they are interconnected with other projects must also demonstrate creativity.



“Tin Can” Site

Near and Mid-Term Actions

Work with City on the Preliminary Assessment of the Former “Tin Can” Site. The City has initiated a process to assess environmental issues at the former “Tin Can” site and seek money to address any environmental issues on the property. Depending on what is detected, remediation funds will also be sought. The Mayor has asked residents to start thinking about naming a new park that could be a use for the site, once remediated. This visioning process has begun and is reflected graphically and on Figure 5.

Bring Back Unity Days. Historically, Unity Days provided an opportunity to celebrate the Neighborhood’s assets; to meet neighbors; and to enjoy special events and activities. From the planning perspective, it also provides a chance to engage additional residents and stakeholders in the plan’s development and implementation.



Work with City to Target Code Violations. Residents would like to see the City enforce code violations at sites where litter, neglect, vegetation, or the abandonment of vehicles or machinery have been allowed to occur. Trash and dumping on vacant lots and abandoned properties is particularly threatening where owners are not held responsible for problematic properties. A simple process for reporting and tracking enforcement of

existing City Codes and Ordinances should be established that allow the neighborhood residents or other stakeholders to bring such issues to the City’s attention. Residents at the February 8, 2018 Neighborhood Meeting mentioned several code violations adjacent to their properties that could be remedied through an initiative such as this.

Conduct Neighborhood Clean up Days. Related to code enforcement, but something within easy reach of residents is a regularly scheduled clean-up day to eliminate streets and properties of litter, graffiti, and other eyesores.

Trash Receptacles. Placing trash receptacles at bus stops and other key locations in the neighborhood will discourage littering and provide convenient places for people to discard street trash.

Longer-Term Actions and Transformational Initiatives

Develop African American and Minority Entrepreneurial Center. Bridgeton is a predominantly African American and ethnic community. Over 60% of residents identify as such. In discussing neighborhood projects that would address economic, community development and transformational goals, the development of an entrepreneurial center would provide a major anchor for the neighborhood, while at the same time addressing community and economic development needs. The project as envisioned would have multiple components and serve to provide:

- A. *A Major Anchor in the Gateway Neighborhood Revitalization Project.* The entrepreneurial center would be located at the northern edge of the neighborhood, near the industrial park. It would target minority youth, underemployed adults and other individuals seeking to open a business in the neighborhood or the city. There could be synergy developed with the Rutgers Food Innovation Center with food related businesses being a cornerstone of the project.
- B. *A New Population Node.* The project could involve a partnership with a major college or university that would include student housing as part of the facility. This would bring new residents and new purchasing power to the neighborhood and further encourage investment and redevelopment.
- C. *A Local Business Incubator.* A business incubator could also be connected to the project which would foster new retail and commercial outlets for neighborhood residents.

Redevelop Tin Can Site as Major Community Recreational Center. This site is the location of the former City “dump.” The City is currently working with the NJDEP on a preliminary site assessment of the property. Once this assessment is underway, a remediation plan will be developed. Depending on the conditions of the soil and what needs to be remediated,

funding for the remediation work will have to be identified and a determination made about the types of uses that might be suitable for the property.

It is the City’s intent and the vision of the neighborhood residents to restore the site as a major recreational focal point in the community. Construction of all the facilities envisioned is estimated at \$3 million including ball courts, picnic areas, playgrounds, track and trail complex (with an exercise and fitness regimen), and other sports fields. The need for new recreational facilities and opportunities for youth was stressed at the Neighborhood meeting on February 8, 2018. The proximity of the Tin Can site to the Cherry Street School (on opposite sides of South East Avenue) provides an excellent opportunity to develop programmatic partnerships between the School and the City to advance organized recreation and after school activities for youth. This type of partnership and any physical connections to the Tin Can site would also enhance the visibility of the school, which is currently rather hidden from view as people ride along South East Avenue.

Food Specialization Center and Florida Avenue Industrial Park Expansion. The Food Specialization Center is currently in the design and construction phase. Once completed it will be a catalyst for additional development of the food processing industry at Florida Avenue and at other locations throughout the region. The City’s zoning ordinance should be reviewed for compatibility with the proposed expansion of the Florida Avenue

Industrial Park. Expansion will also require significant investment in new infrastructure. The fact that the Winchester & Western Railroad runs adjacent to the proposed area of expansion lends itself to marketing a wide variety of industrial and commercial space.

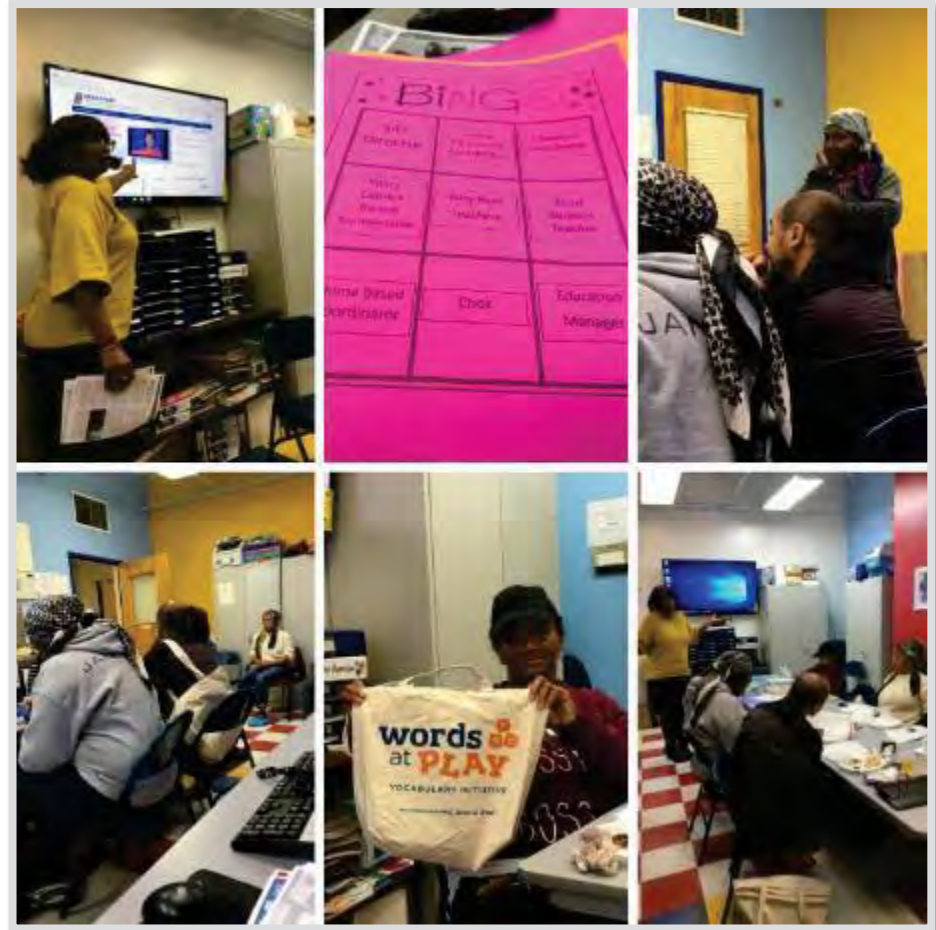
ADMINISTRATIVE AND PROGRAMMATIC OBJECTIVES

The principal administrative and programmatic objective of this plan is securing the staff and partnerships needed to implement it and sustain the neighborhood and stakeholder involvement. The plan envisions a program and planning manager, who will help the current staff at Gateway Community Action Partnership implement the initiatives that are part of the plan which is particularly important over time. City administrations and management personnel will change. Contacts at various levels of government and organizations currently supportive of the planning process will evolve. Given that this plan envisions a ten-year time horizon, a consistent and methodical approach to plan implementation is paramount.

The responsibilities of the program and planning manager would be as follows:

- Ensuring Consistent Program Management. This involves pursuing priorities, sustaining resident and stakeholder involvement through the planning committee, resolving problems, administering funding, and working with partners to implement goals and projects of the plan.
- Implementing Quick Wins. There are a number of initiatives underway now or that could quickly be implemented to demonstrate the impact of the planning effort. These include actions that can be accomplished prior to any additional WFRF funding is in place:
 - a. Ensure the Ongoing Success of the Mobile Police Substation;
 - b. Creating and Erecting Signage to Direct Truck Traffic off of South East Avenue, Baltimore Avenue, and Martin Luther King Way;
 - c. Acting as a Liaison with the County and State on Improvements to NJ Route 49 and Buckshutem Road;
 - d. Working with City Police to Establish a Framework for a Neighborhood Watch Program;
 - e. Initiating a Job Training and Placement Database;
- Pursuing Grant and Resource Development. Whether it is through a Wells Fargo Regional Foundation Implementation Grant or other grant funding, considerable effort will need to be made to engage the partnerships and resources necessary to implement this plan. The Implementation Matrix starting on Page 91 outlines some of the potential sources of funding and programmatic support.

- Managing Special Events and Activities. There are a number of events suggested by this plan, and others will evolve as the planning committee continues to meet. The program and planning manager will be responsible for organizing and implementing events such as:
 - a. Unity Days
 - b. Clean up Days
 - c. Job Fairs
 - d. Health Fairs
 - e. Neighborhood Festivals
 - f. Holiday Themed Activities
 - g. After-School and other Educational Activities
- Creating the Permanent Job Training and Placement Program. Working with the County Economic Development Office, the Workforce Development Board, and the City, the program and planning manager will establish the linkages needed to put in place a long-term database and protocol for connecting neighborhood residents to jobs at the Florida Avenue Industrial Park and other businesses and industries accessible throughout the County and Region. This effort should include connecting residents – particularly young people – with the job training programs that promote basic skills, life skills, and the other educational curricula that will advance their levels of employability.



-
- Establishing an Implementation Task Force. The successful implementation of this plan will require resources and partnerships beyond the immediate reach of the neighborhood. This Team could include representatives from organizations such as the New Jersey DCA, the Workforce Development Board, New Jersey EDA, NJ Future, Cumberland County Empowerment Zone, Cumberland County Improvement Authority, NJ Development Authority, and Rutgers University. The purpose of the Advisory Team would be to bring new ideas, contacts and resources to the table to assist in the implementation and success of the plan.
 - More Aggressively Engage Neighborhood Churches and Community Organizations. Because the demographic statistics in this plan show a high percentage of single parent, female headed households there should be greater collaboration with neighborhood churches and community organizations to develop programs and activities to engage youth, strengthen families, and empower women.
 - Promote Cultural Enrichment. Partner with Cumberland County College, community organizations, and neighborhood churches to develop a Cultural Diversity Initiative which would include a series of programs designed to unify the neighborhood through cultural enrichment and exchange. This should include bi-lingual (English/Spanish) activities, programs and community meetings.

BRINGING IT ALL TOGETHER

In order to maximize the resources and the impact of this plan, there must be a sequencing of key projects and a methodical approach to building both programmatic capacity and capital investments. This means that projects and programs should be connected in ways that they can impact each other to create clusters of transformational activity that can then spread throughout the neighborhood. Map 26 illustrates the location of these clusters which are defined by the information provided in this plan and the concepts and project priorities identified by neighborhood residents.

MAP 26: Transformational Clusters



Transformational Cluster 1: The Gateway. As seen on Map 26, this is the most visible and most strategic part of the neighborhood and should focus many of the capital investments around this location. This would involve:

- **Waterfront Redevelopment.** In addition to the transformational project, the old structures that are in the immediate vicinity of the Floating Dock would have to be removed. The revitalization of this area could ultimately include a trail network that would link the neighborhood, the waterfront, and the City's existing riverfront promenade.



FIGURE 3: WATERFRONT REDEVELOPMENT



- ***Residential Redevelopment.*** Aside from residential development that might be part of the Waterfront Mixed Use Project, dilapidated and/or abandoned housing along South Avenue should be removed, and some of the scattered site housing being constructed by Gateway CAP should be targeted between Grove Street and Spruce Street in the appropriate residential zoning district.
- ***Roadway and Streetscape Improvements.*** The entrance to the neighborhood is important for the impression it leaves. But it is also the link between the City and many day-to-day services such as grocery shopping and downtown merchandise. So, the area needs to be well lit with good pedestrian and streetscape amenities.



- ***New Retail Activity.*** Any retail activity aside from what is proposed as part of the Waterfront Mixed Use Project should be targeted at this area. The plan calls for a destination restaurant to be constructed on the waterfront, just south of the existing promenade. It is the most marketable and accessible part of the neighborhood for individuals living outside of the neighborhood.

Transformational Cluster 2: Florida Avenue. Bringing new jobs and industry to the City of Bridgeton and certainly to the Southeast Gateway Neighborhood should be centered on the opportunities offered by an expansion of the Florida Avenue Industrial Park. Map 26 on page 82 shows the concentrations of improvements to be made within this cluster.

- *Entrepreneurial Center.* This new facility and transformational project should be located at or near the expanded Florida Avenue Industrial Park to take advantage of the existing business and educational facilities located there.
- *Hospitality Cluster.* Any new hospitality cluster should be located in close proximity or at the expanded industrial park. This provides the nucleus for a self contained business “campus” that can then be a major generator for new commercial growth and other indirect economic impacts throughout the City.
- *Infrastructure Extension and Development.* Sewer and water line extensions, as well as broadband and electrical connections will have to be made.
- *Road and Street Improvements.* Given that this is an area that could be a showcase location for new industry, road and street improvements providing good access to the site need to be priorities.



- *Industrial and Business Expansion.* The types of new businesses attracted to the park need to be job intensive and be linked to job training for neighborhood residents.



FIGURE 4: INDUSTRIAL EXPANSION



Transformational Cluster 3: The “Tin Can” Site. This is a location that has nostalgic significance for long-time residents and the potential to be once again, a major focal point for recreation, family activities, and celebrations for both the neighborhood and the city at large. Map 26 on page 82 illustrates this concept.

- *PAL Facility.* The location of the Police Athletic League facility on this site, perhaps in conjunction with the permanent sub-station would provide 24/7 “eyes” on the park facility and immediate neighborhood.
- *Housing Revitalization.* As is the case in the Gateway Cluster, this is another area where scattered site housing rehab and construction should be focused.
- *Streetscape and Access Enhancement.* Improvements in this vicinity can be concentrated to ensure that this cluster provides the nucleus for other enhancements throughout the neighborhood.
- *Linkages to the Cherry Street School.* The school is one of the neighborhood’s primary assets. Making it more visible, perhaps using it as a micro-enterprise center, or physically connecting it to the proposed “Southeast Gateway Community Park” (“Tin Can” site) will provide more opportunity for organized recreation and after-school programs for youth. The school can also serve as a site for community celebrations and act as a gathering place for career and other workforce training activities.
- *Lighting Improvements.* A well lit community park will also help to provide lights on the street and throughout a large portion of the immediate vicinity.
- *The Greater Bridgeton Family Success Center.* The Family Success Center can remain an integral part of the community’s training, educational and community gathering activities. Its use should be expanded to provide linkages to WDB and other job training resources, as well as the focal point for the administration of neighborhood plan related programs and events. By making the Family Success Center the focal point for the neighborhood plan’s implementation, it also becomes the starting point for other activities such as neighborhood clean ups, job fairs, health fairs and other activities.

- ***Park Development.*** As funding permits the site needs to be remediated and new facilities constructed as envisioned by the neighborhood residents.



FIGURE 5: "TIN CAN" REDEVELOPMENT



ZONING COMPATIBILITY

In order to implement the transformational projects above, the City of Bridgeton Ordinances must be compatible in order to promote these redevelopment opportunities. A review of the zoning compatibility of each transformational cluster reveals the following:

- **Transformational Cluster 1: The Gateway.** The Zoning within this area is consistent with recommended projects. The C-2 Zoning District creates a transitional area adjacent to the traditional C-1 Central Business District which allows for commercial uses, retail, personal and professional services, and mixed use apartment buildings. The proposed riverfront promenade meets the intent of the zone and also proposes connections to the south with the Waterfront District where environmental concerns are protected through public recreational uses. Small Industrial Districts within this cluster area are appropriate areas for redevelopment of vacant and dilapidated industrial uses. Brownfields funding may help to promote compatible industrial development where previous uses will most likely restrict future uses to similar industrial uses rather than costly remediation procedures for commercial or residential development.
- **Transformational Cluster 2: Florida Avenue.** Existing Zoning of I Industrial is compatible with the suggested projects of this plan. Traditional industrial processes and innovative, creative development are encouraged within this district. Also permitted are accessory uses to these uses including restaurants, retail sales, medical facilities, and administrative offices which supports the proposal of a self-contained business “campus” in this location.
- **Transformational Cluster 3: The “Tin Can” Site.** This area is contained entirely within the R-2 Medium-Density Residential District. The proposed public recreational uses, linkages to Cherry Street School, and single-and-multi-family dwelling units are all permitted in this zone and help to further enhance the intent of the district.
- **Scattered Commercial and Residential Improvements.** Specific improvements identified as part of this plan are appropriate uses that meet the City’s objectives for land uses throughout the Neighborhood.
 - The proposed Neighborhood Retail Center at the south east corner of Pamphylia and South East Avenues meets the intent of the C-4 Neighborhood Business District delivering everyday personal services to neighborhood residents.
 - Public uses identified in the action plan including Mobile Police Substation locations, additional bus shelters, streetscape and transportation improvements are all compatible municipal uses within the Neighborhood that will enhance the impact of the transformational projects.

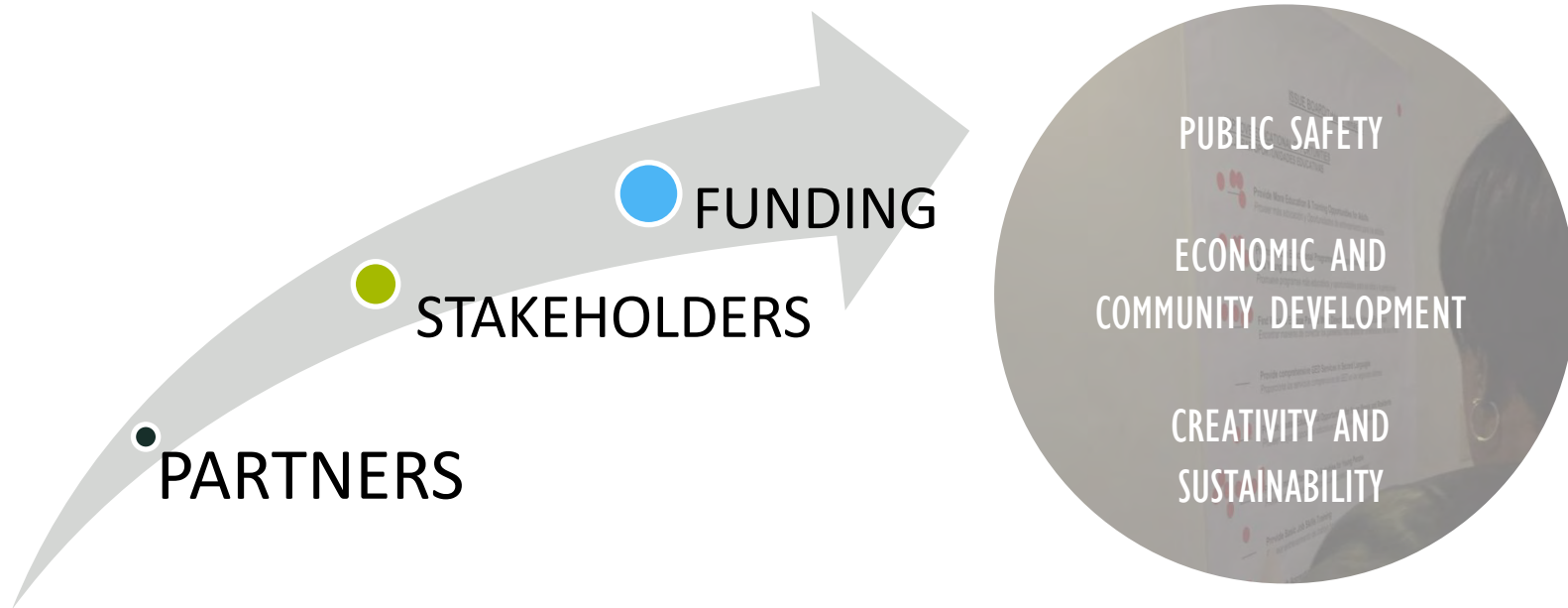
THE IMPLEMENTATION MATRIX

The following pages outline the steps, resources and partnerships needed to implement the projects and initiatives contained in this plan. The Matrix contained in these pages proposes near and mid-term project horizons and outlines step-by-step processes for the longer-term transformational efforts.

In regards to any technical assistance relating to green infrastructure, engineering plans, or design work and grant applications, NJ Future has received a grant from the William Penn Foundation to assist a range of communities in this regard, including Bridgeton. NJ Future has partnered

with the American Littoral Society to offer this type of technical assistance.

Concurrent with the completion of this plan, NJ Future will have submitted a pre-application for funding to address issues involving community and neighborhood health which will provide a wide range of implementation support for up to \$100,000 for projects related to the overall well-being of the neighborhood, its residents and stakeholders. (In other words, for projects not directly related to biological health such as Health Fairs, Dental Check ups, etc.).



**TABLE 4: SOUTHEAST GATEWAY NEIGHBORHOOD
PLAN IMPLEMENTATION MATRIX**

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 1: PROMOTE PUBLIC SAFETY				
PROJECTS AND INITIATIVES				
Near and Mid-Term Actions				
Promote Success of the Mobile Police Substation	Use initial baseline information on Neighborhood Crime	October 2017 baseline data from City Police Department	City Police Department	<ul style="list-style-type: none"> • City of Bridgeton
	Work with Neighborhood Planning Committee and Police Department to establish standardized neighborhood crime reporting	Have a system and uniform metrics created for compiling crime stats by August 2018	Neighborhood Planning Committee City Police Department	<ul style="list-style-type: none"> • Gateway Community Action Partnership • City of Bridgeton
	Compile Quarterly Information on Neighborhood Crime Stats with an objective to reduce crime by 50% from 2017 levels by the fourth quarter of 2020	Begin three month (quarterly) compilation starting September 2018	Gateway Community Action Partnership Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • Gateway Community Action Partnership • Wells Fargo Regional Foundation Implementation Funding
Improve Street Lighting	Use Map 19 to breakdown street lighting installation into phases based on priorities	Begin phasing plan in the Fall of 2018	Neighborhood Planning Committee	<ul style="list-style-type: none"> • Gateway Community Action Partnership • City of Bridgeton
	Identify prospective funding sources for design and construction	Winter 2019	Gateway Community Action Partnership City of Bridgeton	<ul style="list-style-type: none"> • NJ DOT Safe Streets Program • NJ DOT TAP Program • NJ Community Capital Lights on Downtown Pilot Program • City CDBG Funding
	Begin installation of lighting in highest priority areas	Installation of new street lights beginning in fall of 2019	City of Bridgeton	<ul style="list-style-type: none"> • City of Bridgeton • NJ Community Capital, Light up the Downtown Program
Install Bus Shelters for School Children	Use Map 21 of bus shelter locations to prioritize installation as funding permits	Begin in summer of 2018	Neighborhood Planning Committee	<ul style="list-style-type: none"> • Bridgeton Area School District • Gateway Community Action Partnership
	Identify funding sources for design and construction	Winter 2019	Gateway Community Action Partnership Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • N.J. DOT Safe Routes to Transit Grant • NJ DOT Safe Routes to Schools • South Jersey Transportation Planning Organization Federal Aid Program

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 1: PROMOTE PUBLIC SAFETY (Continued)				
Install Bus Shelters for Children (Continued)	Work with Neighborhood Planning Committee and City of Bridgeton to install new bus shelters	Begin construction of new bus shelters in fall of 2018	Neighborhood Plan Coordinator City of Bridgeton	<ul style="list-style-type: none"> • N.J. DOT Safe Routes to Transit Grant • NJ DOT Safe Routes to Schools • Community Development Block Grant Funding (CDBG)
Initiate a Neighborhood Watch Program	Define the areas of the Crime Watch Program	Begin discussions about program in the summer of 2018	Neighborhood Planning Committee City of Bridgeton Police Department	<ul style="list-style-type: none"> • Wells Fargo (WFRF) Regional Foundation Implementation Grant • Gateway Community Action Partnership • City of Bridgeton Police Department
	Establish relationship with Police Department and define program	Begin program exploration in Fall 2018	Neighborhood Planning Committee City Police Department	<ul style="list-style-type: none"> • Neighborhood Planning Committee • City of Bridgeton Police Department
	Engage residents in program and develop literature, signs and events to begin initiative	Start outreach in Summer of 2019 Program Implementation, Fall 2019	National Neighborhood Watch Program Neighborhood Planning Committee Neighborhood Plan Coordinator City Police Department	<ul style="list-style-type: none"> • City of Bridgeton • Safe and Secure Communities Grant – NJ Dept. of Law & Public Safety • Walmart Local Community Contribution Program
Target Routes to Redirect Truck Traffic	Continue work on identifying and advocating for truck routes to be redirected	On-going support to ensure implementation	City of Bridgeton Neighborhood Planning Committee	<ul style="list-style-type: none"> • City of Bridgeton • Cumberland County Public Works
	Implement Placement of Directional Signage and Enforcement Regulations	Initiate signage development, placement and enforcement, Summer 2018	City of Bridgeton Cumberland County Public Works City Police Department	<ul style="list-style-type: none"> • City of Bridgeton • Cumberland County Public Works • NJ DOT Local Aid Program
Improve Buckshutem Road and NJ Route 49 Intersection	Work with South Jersey Transportation Planning Organization to ensure project continues to move forward to realign intersection	Begin construction in 2018	City of Bridgeton	<ul style="list-style-type: none"> • South Jersey Transportation Planning Organization (TIP) • Cumberland County Department of Public Works
Longer-Term Actions				
Develop Permanent Police Substation and PAL Center in the Neighborhood	Identify potential locations for new facility including “Tin Can” site	Gather list of potential sites to determine best location	City Police Department Neighborhood Planning Committee	<ul style="list-style-type: none"> • US Department of Justice Byrne Grant • City of Bridgeton
	Initiate Facility Design Process	Summer 2019 or TBD	City of Bridgeton City Police Department Neighborhood Planning Committee Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • US Department of Justice Byrne Grant • City of Bridgeton

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 1: PROMOTE PUBLIC SAFETY (Continued)				
Police Substation (Continued)	Begin development process once location is selected by engaging an architect to develop drawings that can be used to secure funding	Spring 2020	City of Bridgeton Neighborhood Planning Committee Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • US HUD Community Development Block Grant Funding (CDBG) • US Department of Justice Byrne Grant • NJ Neighborhood Revitalization Tax Credit (NRTC) Program
Initiate Uniformed Police Walking and/or Bicycle Patrols	Work with City Police Department to design/develop community policing program in neighborhood	Work with Police Department on defining program and identifying funding for implementation – Fall 2019	City Police Department Neighborhood Planning Committee Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • City of Bridgeton • US Dept of Justice – Community Policing Development Program
	Initiate Community Policing Program	Fall 2020	City Police Department Neighborhood Planning Committee Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • City of Bridgeton • US Dept of Justice – Community Policing Development Program
Reconstruct Curbing, Sidewalk, and Street Cartways	Use Map 23 to prioritize locations for new curbing, sidewalks and street cartways and develop phasing plan	Develop a phasing plan for the neighborhood	Neighborhood Planning Committee City of Bridgeton Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • Wells Fargo Regional Foundation (WFRF) Implementation Grant • City of Bridgeton
	Identify and secure necessary funding and begin construction of Phase 1	Explore funding in partnership with the City of Bridgeton, Beginning Fall 2019	Neighborhood Planning Committee City of Bridgeton Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • Community Development Block Grant Funding • NJ DOT, Safe Routes to School • NJ DOT Local Aid • NJ DOT TAP Program • SJ Transportation Planning Organization, Federal Aid Program • Special Legislative Appropriation
	Subsequent phased improvements	Ongoing through 2028	Same Partners	<ul style="list-style-type: none"> • Same Funding Sources
Expand Neighborhood Watch Program	Expand Neighborhood Watch program to other areas of community and further engage with the residents to promote the program	This can be started immediately in consultation with the City Police Department and should be ongoing through 2028	National Neighborhood Watch Program Neighborhood Planning Committee City Police Department New Businesses and Residents Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • City of Bridgeton • Safe and Secure Communities Grant – NJ Dept. of Law & Public Safety • Walmart Local Community Contribution Program • NJ Community Capital THRIVE Program

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 1: PROMOTE PUBLIC SAFETY (Continued)				
Expand Neighborhood Watch Program (continued)	Identify areas in need of surveillance cameras, security lighting and motion-controlled lighting	Work with City Police Department to prioritize areas for installation of new lighting, Begin Fall 2019	City Police Department Neighborhood Planning Committee Neighborhood Plan Coordinator	<ul style="list-style-type: none"> City Police Department NJ Community Capital THRIVE Program Safe and Secure Communities Grant – Dept. of Law & Public Safety
GOAL 2: ADVANCE ECONOMIC AND COMMUNITY DEVELOPMENT				
PROJECTS AND INITIATIVES				
Near and Mid-Term Actions				
Create Neighborhood Job Training Database	Develop literature promoting job training opportunities and all existing programs into one document	Design and print literature. Target Fall 2018	Neighborhood Planning Coordinator Cumberland-Salem-Cape May Workforce Development Board	<ul style="list-style-type: none"> Cumberland-Salem-Cape May Workforce Development Board Wells Fargo Regional Foundation (WFRF) Implementation Funding
	Distribute literature through hard copies in the neighborhood and through social media	Widely distribute information in the community. Consider sending home flyers through schools, Target Winter 2019	Neighborhood Plan Coordinator Neighborhood Planning Committee Churches and Civic Organizations	<ul style="list-style-type: none"> Wells Fargo Regional Foundation (WFRF) Implementation Funding Cumberland-Salem-Cape May Workforce Development Board
	Create a database to track outcomes and job placement successes to show funders	Begin tracking number of people participating in programs, Summer 2019	Neighborhood Plan Coordinator Neighborhood Planning Committee Churches and Civic Organizations Cumberland-Salem-Cape May Workforce Development Board	<ul style="list-style-type: none"> Wells Fargo Regional Foundation (WFRF) Implementation Funding Cumberland-Salem-Cape May Workforce Development Board NJ Department of Labor & Workforce Development
Link Workforce Development Job Base to Resident Needs	Establish a relationship with Cumberland-Salem-Cape May Workforce Development Board to identify potential opportunities for Southeast Gateway residents	Coordinate implementation of employment linkages and tie to case work follow up, Fall 2019	Cumberland-Salem-Cape May Workforce Development Board Neighborhood Plan Coordinator County/Regional Employers County Center for Workforce and Economic Development	<ul style="list-style-type: none"> NJ Department of Labor & Workforce Development Cumberland-Salem-Cape May Workforce Development Board Cumberland County Welfare Board Cumberland Co. Board of Social Services
Develop Basic Skills Programs to Enhance Workforce Readiness	Work with the Cumberland-Salem-Cape May Workforce Development Board to identify and enroll 25 eligible participants in the next 3 years	Can begin immediately – 2018 and ongoing	Neighborhood Plan Coordinator Workforce Development Board	<ul style="list-style-type: none"> NJ Department of Labor & Workforce Development Cumberland-Salem-Cape May Workforce Development Board

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 2: ADVANCE ECONOMIC AND COMMUNITY DEVELOPMENT (Continued)				
Demolish Abandoned Homes and Properties	Establish relationship with City Economic and Community Development Department to prioritize properties that are abandoned for demolition	Coordinate demolitions around transformational nodes as outlined on Map 26 of the Plan	Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> • N.J. Community Capital • Bank Foundations • US HUD CDBG Funding • NJ DCA Demolition Bond Fund Program • NJ DCA NRTC Program
Work to preserve homes in the Neighborhood that are part of the Bridgeton Historic District	Through the City government and the Historic Commission, identify and restore one home annually	Can begin in 2018 and ongoing	Neighborhood Plan Coordinator City Community Development Office Gateway CAP	<ul style="list-style-type: none"> • NJ Historic Trust • NJ Community Capital • Gateway CAP
Provide Additional Affordable Housing	Support existing efforts by Gateway Community Action Partnership to develop scatter site affordable housing units	Ongoing effort to identify opportunities for infill and scattered site housing development	Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> • N.J. DCA Low Income Housing Tax Credits • River Grove Development Project, Gateway CAP • Southeast Gateway Estates • NJ DCA HOME Funding
Create Single Family Homes with Yards	Identify opportunities for new single family units that have front, side and rear yards in the neighborhood	Ongoing as properties become available	City of Bridgeton Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> • NJ DCA Home Funding • US HUD CDBG Funding • Tax Lien Sales
Maximize the potential to leverage funding through the newly created Opportunity Zone Program	Begin targeting investment opportunities after program guidelines are in place.	2019 and ongoing	Private Investors City of Bridgeton Cumberland Empowerment Zone Improvement Authority	<ul style="list-style-type: none"> • Opportunity Zone Program • NJ Treasury Dept. • US HUD • NJ Community Capital
Longer-Term Actions				
Develop Mixed Use Residential and Commercial Project at Waterfront	Bring awareness to potential property owners and businesses about interest in redevelopment	Prepare an inventory of prospective restaurateurs, redevelopers, and mixed use development specialists. Target, Winter 2019	Gateway Plan Coordinator City of Bridgeton Commercial Brokers Major Restaurateurs Rutgers Food Innovation Center	<ul style="list-style-type: none"> • City of Bridgeton • Cumberland Empowerment Zone Corporation • NJ Community Capital THRIVE Program • Cumberland County Improvement Authority • Rutgers Food Innovation Center

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 2: ADVANCE ECONOMIC AND COMMUNITY DEVELOPMENT (Continued)				
Develop Mixed Use Residential and Commercial Project at Waterfront (continued)	Identify Vision and Financing Mix for Prospective Project	Develop Pro-Forma for construction and operation and financing strategy, Target Fall 2019	Gateway Plan Coordinator City of Bridgeton Commercial Brokers Major Restaurateurs Rutgers Food Innovation Center	<ul style="list-style-type: none"> • NJ Community Capital THRIVE Program • NJ Small Business Development Center • Cumberland County Improvement Authority • Cumberland Empowerment Zone Corporation
	Prepare Marketing Materials for Waterfront Project	Assemble Request for Qualifications, Target, Winter 2020	City of Bridgeton Gateway Plan Coordinator	<ul style="list-style-type: none"> • Cumberland County Improvement Authority • US HUD CDBG Funding
	Review and select potential developer for project, prepare final design documents, assemble development financing package, and begin construction	Permitting, design, and final financing package prepared, Target, Fall 2024. Construction Target, Fall 2025	Planning Director/Coordinator Developer City of Bridgeton	<ul style="list-style-type: none"> • N.J. Economic Development Authority Grow New Jersey Program • New Markets Tax Credits • NJ DCA NRTC Program • Private Investor • Commercial Bank Financing • Cumberland County Improvement Authority
Develop neighborhood retail plaza at Pamphylia Avenue and S East Avenue	Complete land acquisition from NJEDA	Fall 2018	Gateway Community Action Partnership NJ Economic Development Authority	<ul style="list-style-type: none"> • NJ Economic Development Authority • Gateway Community Action Partnership
	Analyze retail and service gaps in the neighborhood and market the project	Assemble list of existing commercial uses and poll residents for prospective uses. Use ESRI analysis. Attract 4 new businesses to the Southeast Gateway Plaza. Winter 2019	Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> • City of Bridgeton • Bridgeton Chamber of Commerce
	Finalize design, secure construction contractor, begin construction	Final design and permitting by Winter 2018 and begin construction by Spring 2019. Target Fall 2020 completion of the Southeast Gateway Plaza.	Planning Director/Coordinator Developer City of Bridgeton Gateway Community Action Partnership	<ul style="list-style-type: none"> • N.J. Economic Development Authority Grow New Jersey Program • Cumberland Empowerment Zone • New Markets Tax Credits • NJ DCA NRTC Program • Private Investor • Commercial Bank Financing • Cumberland County Improvement Authority

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 2: ADVANCE ECONOMIC AND COMMUNITY DEVELOPMENT (Continued)				
Expand Florida Avenue Industrial Park	Support ongoing Phase 1 Development Project(s)	Work with County Improvement Authority in support of proposed 2018 Food Specialization Center	Cumberland County Improvement Authority City of Bridgeton	<ul style="list-style-type: none"> • Cumberland County Improvement Authority • City of Bridgeton
	Work with the City and County to recruit additional industries for Phase 1 Project Site	Construction of additional industries at (existing) Florida Avenue Industrial Park	Neighborhood Planning Committee Neighborhood Plan Coordinator City of Bridgeton	<ul style="list-style-type: none"> • Cumberland County Improvement Authority • City of Bridgeton
	Expand Park Boundaries to include additional land	Make Zoning Changes and land Acquisitions as needed to support additional industrial development. Target, Fall 2021	City of Bridgeton Neighborhood Planning Committee Neighborhood Plan Coordinator Property Owners	<ul style="list-style-type: none"> • U.S. Economic Development Administration (EDA) • Cumberland County Improvement Authority • City of Bridgeton
Develop Hospitality Project to complement expanding Industrial Base	Explore potential opportunities to complement expansion of industrial park including a hotel, restaurant, etc.	This will be a long-term goal that should be revisited periodically	Neighborhood Planning Committee Cumberland County Improvement Authority	<ul style="list-style-type: none"> • City of Bridgeton • Private Developers
Explore the potential for new transit connections for residents seeking local and regional employment	Integrate the Bridgeton Area Transit Network more effectively with the NJ Transit Regional System	Through the South Jersey Transportation Planning Organization (SJTPO) promote a regional dialogue to foster more transit options and opportunities	SJTPO NJ Transit City of Bridgeton County Office of Workforce Development	<ul style="list-style-type: none"> • Pascale Sykes Foundation • Cross County Connection • SJTPO • NJ Transit • City of Bridgeton funding for possible new bus acquisition

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 3: ENSURE CREATIVITY AND SUSTAINABILITY				
PROJECTS AND INITIATIVES				
Near and Mid-Term Actions				
Engage New and Existing Residents in Plan Implementation Process	Use social media to share successes of plan implementation in order to engage with new and existing residents	Gather contact information from residents while presenting plan to begin outreach efforts. Target, Ongoing Effort	Neighborhood Plan Coordinator Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> Wells Fargo Regional Foundation (WFRF) Implementation Funding Bank Foundation Funding Puerto Rican Action Agency (PRAC)
Work with City on Preliminary Site Assessment for former "Tin Can" Property	Finalize environmental study of site	Ensure that the study is completed and shared with the appropriate parties	Neighborhood Plan Coordinator City of Bridgeton	<ul style="list-style-type: none"> N.J. Department of Environmental Protection, Site Remediation Program City of Bridgeton US EPA Brownfield Assessment Grant
Work with City on Preliminary Site Assessment for former "Tin Can" Property (continued)	Address any environmental remediation needed in order to make site available for redevelopment	Work with existing organizations to identify funding for remediation (mid-term)	Neighborhood Plan Coordinator City of Bridgeton NJ DEP	<ul style="list-style-type: none"> US EPA N.J. Department of Environmental Protection, Hazardous Discharge Site Remediation Fund (HDSRF) US EPA Brownfield Clean up Grant Program US EPA Revolving Loan Fund Grant
Tin Can Site Remediation (Continued)	Continue visioning of site and begin designing plan for reuse	Begin design while property is being remediated to keep momentum of project	Neighborhood Plan Coordinator Neighborhood Planning Committee	<ul style="list-style-type: none"> NJ Green Acres Program N.J. Economic Development Authority Wells Fargo Regional Foundation
Bring back "Unity Days"	Organize a neighborhood event that will bring people together to celebrate the community	Begin planning efforts in 2018 for first event	Neighborhood Plan Coordinator Neighborhood Planning Committee City of Bridgeton	<ul style="list-style-type: none"> Wells Fargo Regional Foundation Implementation Funding City of Bridgeton Faith Based Organizations Local Civic Organizations
Work with City to Target Code Violations and Enforce Ordinances	Create a list of problem properties that can be shared with Code Enforcement and encourage residents to report issues	Conversations with the City can start in 2018 and can be on-going	City of Bridgeton Neighborhood Planning Committee	<ul style="list-style-type: none"> City of Bridgeton Wells Fargo Regional Foundation Implementation Funding

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
GOAL 3: ENSURE CREATIVITY AND SUSTAINABILITY (Continued)				
Conduct Neighborhood Clean up Days	Organize volunteers to clean up litter, graffiti, etc.	Begin planning efforts in Spring of 2018 for first event Implement Clean ups on an ongoing basis, beginning Summer of 2018	Engage Churches, Civic Organizations in Adopt-a-Block Neighborhood Plan Coordinator Neighborhood Planning Committee City of Bridgeton	<ul style="list-style-type: none"> • Wells Fargo Regional Foundation Implementation Funding • In-kind Support from Stakeholders • Cumberland County Improvement Authority Recycling Grant Program
Longer-Term Actions				
Develop African American and Minority Entrepreneurial Center	Identify potential locations for new center and begin identifying potential partners	This will be a longer term effort with initial outreach beginning in 2020	City of Bridgeton Gateway Community Action Partnership Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • N.J. Economic Development Authority • U.S. EDA Regional Innovation Strategies Program • City of Bridgeton
	Preliminary Design	Fall of 2021	City of Bridgeton Gateway Community Action Partnership	<ul style="list-style-type: none"> • Local Bank CRA Funding • Cumberland County Improvement Authority
	Funding Strategy and Operational Pro-Forma	Summer of 2022	Gateway Community Action Partnership	<ul style="list-style-type: none"> • Dare to Dream Grant Program • NJ Business Action Center
	Permitting, Final Design, Financing, and Construction	Summer of 2023	City of Bridgeton Gateway Community Action Partnership Neighborhood Plan Coordinator	<ul style="list-style-type: none"> • NJ DCA NRTC Grant Program • US EDA • Kresge Foundation Challenge Grant • Minority Business Development Agency, Angel Investor Program • FedEx Small Business Grant • SBA Small Business Grant
Redevelop “Tin Can” Site as Major Community Recreational Center	Develop a site plan with input from the community	Fall of 2023	Neighborhood Plan Coordinator City of Bridgeton	<ul style="list-style-type: none"> • Home Depot Foundation • Walmart Foundation • WFRF Implementation Grant
	Secure funding and begin Phase 1 transformation of “Tin Can” site into a Community Recreational Center	Spring 2024	Neighborhood Plan Coordinator City of Bridgeton	<ul style="list-style-type: none"> • NJ Green Acres Program • Multiple Bank Foundations • KaBoom Foundation • Nike Foundation • NRTC Funding • Philadelphia Phillies RBI Program Funding

PLAN GOALS, PROJECTS, AND ACTIONS	METRICS AND MEASURABLE INDICATORS	MILESTONES AND DATES	LEAD ORGANIZATION AND PROSPECTIVE PARTNERS	POTENTIAL FUNDING PROGRAMS AND OTHER RESOURCES
ADMINISTRATION AND MANAGEMENT				
Fund Administration of Plan Implementation	Create new position to oversee and assist with the implementation of the plan	Funding should be secured as soon as possible to maintain momentum from plan approval	Gateway Community Action Partnership Neighborhood Planning Committee	<ul style="list-style-type: none"> • Wells Fargo Regional Foundation (WFRF) Implementation Funding • Volunteer, In-kind Support
Meetings and Organizational Issues	Establish regular meetings throughout implementation in order to keep progress moving forward and to address any potential challenges that arise	Begin in spring 2018 to keep momentum moving on implementation	Neighborhood Plan Coordinator Neighborhood Planning Committee	<ul style="list-style-type: none"> • Wells Fargo Regional Foundation (WFRF) Implementation Funding • Gateway Community Action Partnership
Activity Calendar	Develop a calendar and share it with the community in order to encourage participation in events	Begin developing the calendar in summer 2018	Neighborhood Plan Coordinator Neighborhood Planning Committee	<ul style="list-style-type: none"> • Wells Fargo Regional Foundation (WFRF) Implementation Funding • Gateway Community Action Partnership
Expand Collaboration with Neighborhood Churches and Organizations	Implement programs to empower women and youth, and develop awareness of Cultural Diversity	Initiate programs in 2019-2020 and ongoing	Neighborhood Plan Coordinator Gateway CAP County Social Services	<ul style="list-style-type: none"> • WFRF Implementation Grant • CDBG Program • Cumberland Empowerment Zone
Grant Applications and Program Implementation	Outreach to secure the funding needed to advance the implementation and action agendas	Begin grant application process in the summer of 2018. Continue as ongoing effort throughout the ten-year time horizon for the plan	Gateway Community Action Partnership City of Bridgeton	<ul style="list-style-type: none"> • Gateway Community Action Partnership • Wells Fargo Regional Foundation (WFRF) Implementation Funding • Cumberland County Improvement Authority • Rutgers University Cooperative Extension Program • City of Bridgeton • Cumberland Empowerment Zone Corp.

EVALUATION AND ONGOING ENGAGEMENT

Gateway Community Action Partnership will be the principal oversight entity. Gateway CAP has been in operation (formerly as Tri-County Community Action Agency) since 1987 and has strong management capacity and credentials. This supervision is key to pushing the action agenda forward as well as the adoption of the plan as an addendum to the City's Master Plan. As volunteers and staff may change, consistency monitored by Gateway CAP will promote transformation within the Southeast Gateway Neighborhood that will pave the way for change within the entire City of Bridgeton. In addition, Gateway CAP will provide administrative support and office space for the Neighborhood Plan Coordinator. Duties of the Neighborhood Plan Coordinator have been discussed previously including oversight of the Implementation Task Force. The Task Force will be established from the volunteers of the steering committee. Members who have been present during the planning phases will be integral in implementation phases as they have vetted community priorities, ideas and perceptions. Membership will be expanded to additional stakeholders including Rutgers University, commercial and industrial stakeholders, County representatives from economic and workforce development, members of the police force and PAL. Entities specific to project implementation may be consulted in an advisory capacity as needed. This Task Force will meet monthly to review the Action Agenda and assign implementation tasks to agencies and partners as appropriate.

The Task Force will be integral in engaging relevant stakeholders from within and outside the Neighborhood boundaries. An ongoing working relationship with the City of Bridgeton is one example where the Task Force will foster continuous dialogue to advance the goals and projects laid out within this plan. The City of Bridgeton has shared several projects in the works which will have an impact on the neighborhood which include:

- Route 49 / Buckshutem Road Traffic Redesign. The City of Bridgeton has been working with the New Jersey Department of Transportation to complete upgrades at this intersection which will simplify traffic movements, enhance trucking access to the industrial park and increase safety.
- Ardagh Solar Array. KDC Solar is planning to install 15,000 solar panels on a 42-acre, privately-owned parcel of land along the southern border of the Neighborhood. The power generated will have as its primary end user Ardagh (formerly Leone Industries). The municipality will explore opportunities for resident access to more affordable and sustainable electric solutions from the project.
- Gateway “Green” Mini Park. Located within the Gateway Transformational Cluster at the intersection of South Avenue and Martin Luther King Jr. Way, the City has applied for funding from the National Fish and Wildlife Foundation in partnership with the American Littoral Society for green stormwater infrastructure under the Delaware River Restoration Fund. Redevelopment would occur on a site where a formerly fire damaged duplex and gas station were demolished — a key intersection within the Gateway Cluster. Green infrastructure incorporating gardens, trees and soils will help to capture and treat stormwater runoff naturally and cost effectively.





SUMMARY



SUMMARY

This Strategic Plan builds on the success of the previous plan for the Southeast Gateway Neighborhood in Bridgeton, New Jersey. That plan laid the framework for resident and stakeholder engagement. It also demonstrated successful implementation of new housing initiatives; the development of a family success center; the creation of an urban garden facility; enhancements to the “gateway” neighborhood; improvements to playgrounds; and the start of new programmatic initiatives for young people and adults.

This plan brings a much more focused approach to those initial themes and builds on the earlier successes. This plan also encompasses a bolder and more visionary approach to neighborhood revitalization that includes transformational projects which will advance community and economic development in the neighborhood and throughout the City of Bridgeton.

Transformational Clusters and projects identified within this plan have been prioritized in order to create impactful and orderly development and redevelopment. The Gateway Transformational Cluster should be foremost as funding becomes available. This area acts as a gateway to the Neighborhood and is a natural progression of assets already in place including linkages with downtown, municipal improvements at the boat ramp, the commercial and residential projects at the waterfront, public land ownership, and improvements from the 2005 Neighborhood Plan.

The success of the plan will require tremendous leadership by both men and women in the neighborhood, consistent focus by the Planning and Program Director, the Planning Committee, and the City. Many of the projects and initiatives outlined in this plan are intended to be transformational. That means that a successful implementation of these projects will increase the market potential in the community; raise the income levels; increase jobs; and enhance the capacity of both the City and neighborhood residents to realize the vision that the plan represents. It also means engaging partners at the local, regional, and national levels who can provide connections to funding and technical support for this effort.

A Leadership Development Program that engages residents in the community and helps to sustain resident and stakeholder engagement in the program will be central to the ongoing commitment that is needed. The County College can be an important partner in this regard, through its Leadership Cumberland County Initiative.

“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

President Barack Obama

Omission
of the
Great Commission
Means No Mission
Matthew 28:19
Koinonia Leadership Conference
January 25, 2014

This is the challenge. This is the hope. This is the opportunity provided by the Southeast Gateway Neighborhood Plan

SOUTHEAST GATEWAY NEIGHBORHOOD PLAN 2018



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