

# **WORKING DRAFT**

## **Upper Clinton Hill Neighborhood Revitalization Plan 2021-2031**

### **Prepared by:**

Clinton Hill Community Action & Greater Newark LISC

### **Steering Committee:**

City of Newark's Office of Sustainability  
Clinton Hill Block Club Coalition  
Concerned Citizens of Clinton Hill  
Community Asset Preservation Corporation  
Newark Beth Israel Medical Center  
Newark Community Street Team  
Maher Charitable Foundation  
Pleasant Grove Baptist Church  
Joseph C. Cornwall Center for Metropolitan Studies  
South Ward Environmental Alliance  
South Ward Promise Neighborhood  
South Ward Special Improvement District  
Victoria Foundation

### **Planning Consultant:**

New Jersey Community Capital

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## Section 2. Executive Summary

To be developed.

## Section 3. Organization Information

### A. Organizational Profile

**See Forms NP-2, attached**

**Lead Organization:** Clinton Hill Community Action

**Partner Organizations:** Greater Newark LISC, Mildred Helms Park Resurrection Committee, Newark Community Street Team, South Ward Environmental Alliance, South Ward Promise Neighborhood, and the South Ward Special Improvement District

### B. Financial Resources

As a new nonprofit organization, CHCA has successfully secured three-years of operating support that provides a firm footing as the organization establishes itself as the community development anchor organization for the neighborhood. In just two short years, CHCA has expanded its donor base to include long standing funding partners, including the Victoria Foundation, Prudential Foundation, and Greater Newark LISC. CHCA has also secured approximately \$25,000 in individual donations, further demonstrating its broad appeal and diverse donor base.

Our annual operating budget has grown to approximately \$750,000. In our most recent fiscal year, this includes 75% in private foundation grants, with most being eligible for annual renewal, 20% in fee for service contracts, and 5% in individual gifts.

Below is a list of donors by funding levels –

Funding Level	Donors
Above \$100,000	<ul style="list-style-type: none"><li>• Maher Charitable Foundation</li><li>• Victoria Foundation</li><li>• NJ Pandemic Relief Fund</li></ul>
Between \$20,000 and \$99,999	<ul style="list-style-type: none"><li>• Dodge Foundation</li><li>• Greater Newark LISC</li><li>• Greater Newark Health Care Coalition</li><li>• South Ward Promise Neighborhood</li></ul>
Between \$1,000 and \$19,999	<ul style="list-style-type: none"><li>• Newark Arts</li><li>• Paul and Phyllis Fireman Charitable Foundation</li><li>• City of Newark, Office of Sustainability</li><li>• Schott Foundation</li><li>• Fund for New Jersey</li></ul>

Approximately 29% of CHCA's total budget goes toward general administrative expenses with 71% invested in programmatic expenses to deliver our services and programs.

## C. Community Involvement

Building trust within the community has remained a major priority for CHCA. We are excited about the progress made thus far and our demonstrated progress as evidenced by the number of residents who are actively engaged with us on neighborhood improvement projects and the partnerships we have forged with other community-based organizations. Most notably, at the start of the COVID-19 pandemic, CHCA was called on to convene residents and other stakeholders to gather insights on the challenges people living in the community were experiencing. From March to September 2020, CHCA organized weekly virtual coordination meetings with more than twenty-five residents and other stakeholders. These meetings focused on specific challenges arising in the community, including helping people access food following the closing of many of the traditional food pantries and providing information to residents on how to apply for unemployment, get rental assistance, and access other needed social services. CHCA demonstrated its capacity as a convener and ability to organize key players to take action. These efforts have since led to an expanded scope of CHCA's mission to address food access and insecurity issues long-term.

Through its work with Greater Newark LISC, CHCA now supports several neighborhood-based resident groups, including the Concerned Citizens of Clinton Hill, the Clinton Hill Block Club Coalition, and residents who are participating in GNL's Neighborhood Resident Leadership Academy. In addition to providing backbone support to these residents who are working on neighborhood improvement and quality of life projects, CHCA also serves as a fiscal sponsor to help groups secure charitable donations and provides project management support. Two examples include our support for the Neighborhood History Project, being led by a member of Concerned Citizens and our work with several community gardens and stewardship of their funding through the city's Love Your Block grant program. CHCA's Community Organizer, who is a resident of the neighborhood, serves as co-facilitator of the Concerned Citizens of Clinton Hill, assisting with outreach and planning for the monthly neighborhood meetings.

CHCA is actively engaged in other initiatives happening in the neighborhood. We regularly attend partner meetings, including the bi-weekly South Ward Public Safety Roundtables, monthly meetings for Mildred Helms Park Resurrection Committee and South Ward City Council, and the quarterly meetings for the South Ward Special Improvement District and Robert Wood Johnson's Communities that Care initiative focused on the South Ward. At these meetings, we learn about what other partners are doing, participate in various committees and report out on our activities.

Lastly, we have started an organizational e-newsletter that is distributed to our 350 member database with 500 printed copies delivered to different sections of the neighborhood each month. We also hire and train a team of neighborhood residents to serve as Community Outreach Workers who are engaged for 20 hours per week to share information about upcoming events and activities with neighborhood residents.

## **FORM NP-2: ORGANIZATIONAL PROFILE – Clinton Hill Community Action**

### **A. AGENCY INFORMATION**

What was the organization's date of incorporation? 8/22/2019

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

Revitalization of the Clinton Hill neighborhood.

What is the organization's current mission statement?

Our mission is to collaborate with residents and stakeholders to catalyze physical redevelopment opportunities that are equitable, values community voice and contribute to a safe, healthy and economically vibrant arts and culture community.

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

YES ☐ X ☒ NO ☐

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

Date:

Documents to be submitted as Attachment(s):

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

## B. BOARD OF DIRECTORS INFORMATION

Board Chairperson: Dr. Robert Austin

Date Elected: 3/15/2021

Term Expiration Date: 3/15/2023

Number of Authorized Board Members: 9

Number of Current Board Members: 9

How frequently does the Board meet? Quarterly

Is the Board involved with fundraising activities?

YES ☐ NO ☒

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

Documents to be submitted as Attachment(s):

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

## C. PERSONNEL – TOTAL AGENCY

What is the current agency staffing level?

Full Time: 5

Part Time: 0

Volunteers: 30

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

Year	Annual Employee Turnover Percentage	Leadership / Senior Staff Included?	
		YES	NO
2016	0		
2017	0		
2018	0		
2019	0		
2020	0		

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

N/A

When was the Executive Director hired? 10/1/2019

Documents to be submitted as Attachment(s):

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

#### **D. FINANCIAL INFORMATION**

What is the organization's fiscal year?

Start Date: January 1

End Date: December 31

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

12/15/2020

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

YES

NO

**X**

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

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

1/2020

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

3/2021

What was the time period covered in the audit report:

2020



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

YES

☐

NO

☒

Documents to be submitted as Attachment(s):

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

## Section 4. Organizational Capacity and Experience

### A. Organizational Capacity

Clinton Hill Community Action (CHCA) is a nonprofit, community development focused organization that works with residents and other stakeholders to revitalize the Clinton Hill neighborhood and improve the quality of life of its residents. Since launching in 2019, CHCA has engaged a broad-cross section of residents to support community action projects, alongside other key partners. CHCA's signature project is the ***Beat the Blight Campaign***, where the organization partners with residents to clean up, secure and beautify vacant and abandoned properties in the neighborhood. Each year, CHCA organizes two campaign cycles, one in the Spring and the other in the Fall, targeting approximately (25) properties in each cycle. This project is overseen by a project team, consisting of residents, city officials, and other community-based organizations. Properties are identified using data CHCA collected from a neighborhood-wide property condition survey conducted in 2019, which identified numerous trash-ridden abandoned properties and vacant lots. Beat the Blight has generated approximately \$125,000 in philanthropic support. The success of this project has led to CHCA's accelerated growth, demonstrating the organization's capacity to convene residents and key partners, secure needed resources, and lead neighborhood improvement projects.

In 2020, CHCA raised more than \$500,000 dollars in grant funding and philanthropic dollars and is on-track to exceed that amount in 2021. CHCA's funders include local foundations, corporations and individual donors. CHCA is working to secure \$1M in funding to launch a housing project to develop (20) permanently affordable rental units marketed to individuals at 30% AMI. The organization also received \$150,000 in funding from the New Jersey Pandemic Relief Fund to provide financial counseling and rental assistance to neighborhood residents. The Victoria Foundation has supported CHCA's work related to COVID-19 relief and recovery – including the establishment of a Food Pantry Providers' Network and mini-grants to help re-open neighborhood food pantries - with funding totaling approximately \$225,000.

Organizationally, CHCA has a Director of Projects who is responsible for working across the organization's portfolio to ensure activities are meeting necessary milestones and troubleshoot any implementation challenges. The team uses an online project management system that is reviewed, organizationally, on a weekly basis. Funds are reviewed and reconciled monthly by CHCA's accountant and reviewed with the Executive Director and fundraising committee of the Board. Quarterly financial statements are produced and presented to the Board for feedback.

### B. Current Activities

CHCA acts as a catalyst and convener to address long-standing issues and harness the potential of residents to be a part of the solutions. The organization's four programmatic focus areas are - (1) Community Revitalization; (2) Housing & Environmental Justice; (3) Food Security & Economic Development; and (4) Citizen Journalism & Activism. For each of CHCA's projects, a team is formed to oversee the data collection process that is used to inform the strategies employed to address the issue, along with guiding the implementation and providing feedback on

progress being made. This approach is an intentional way of working for CHCA designed to increase collaboration among community-based organizations and investment of neighborhood residents to sustain neighborhood improvements. This approach, along with goals and priorities, are outlined in CHCA's three-year strategic plan.

As of Spring 2021, CHCA's current projects include:

### **Community Revitalization**

- *Neighborhood Plan.* Developing and implementing a neighborhood plan for Upper Clinton Hill.
- *Neighborhood History Project.* Producing a written history of the neighborhood and install markers for a walking tour.
- *Beautify the Block Project.* Regularly engaging block leaders to organize neighborhood clean-ups and other beautification activities (e.g., annual winter decorations and tree lighting).

### **Housing & Environmental Justice**

- *Beat the Blight Campaign.* Cleaning and securing blighted properties using art as a tool for community development.
- *COVID-19 Relief & Recovery Project.* Deploying financial assistance to residents facing housing instability related to COVID-19.
- *Affordable Housing Development Project.* Developing affordable housing for residents.
- *Facade Improvements Campaign.* Leveraging existing municipal programming and working to secure additional funds to support facade improvements and senior home repairs.
- *Healthy Homes Project.* Empowering residents with information and resources to address home health hazards (e.g., asthma triggers, lead).

### **Food Security & Economic Development**

- *Food Pantry Network Project.* Recruiting and convening neighborhood-based food pantries to provide resources to food insecure residents.
- *Food Pantry Hub Project.* Operating a food pantry hub to receive, store and deploy food donations to neighborhood food pantries and food insecure residents.

### **Citizen Journalism & Activism**

- *Clinton Hill 411 Project.* Producing a series of virtual information sessions to increase awareness of available resources and supports.
- *Citizen Journalists Project.* Recruiting and training residents as "citizen journalists" and creating outlets for resident-driven storytelling.

## **C. Development and Service Delivery Capacity**

CHCA has benefited from its staff's relationships and experience working in the community, and throughout the city. This familiarity has accelerated building trust with residents and other stakeholders. At the start of the COVID-19 pandemic, CHCA was asked by community partners to convene a collaborative to identify issues affecting the neighborhood and develop an action

plan. Over the course of six months, CHCA met weekly with approximately (25) residents and other stakeholders to coordinate COVID-19 relief activity. This work included launching block-level food distributions in areas designated as COVID-19 hotspots where residents were forced to quarantine. The Care & Share Food Pantry Project lasted for three months and included food distributions to more than 300 households in the neighborhood. The COVID-19 Action Team, as it was called, also connected residents with other resources. This work included: promoting resources to address the digital divide and help children and families gain access to the internet, connecting residents (many of whom were essential workers) with getting COVID-19 tests at a time when testing was limited, and engaging partners to provide residents mental health counseling and peer support opportunities.

Joseph Della Fave, retired Executive Director of the Ironbound Community Corporation, serves as a coach to CHCA's executive director and leads the organization's strategic planning process. Della Fave is also advising CHCA on the development of an affordable housing project in collaboration with New Jersey Community Capital's (NJCC) real estate subsidiary, Community Asset Preservation Corporation (CAPC).

#### **D. Capacity of Partners**

CHCA is engaging a broad coalition of partner organizations – many of whom have a long history of neighborhood revitalization work in Upper Clinton Hill (and elsewhere) – to collaboratively implement the goals, strategies, and activities outlined in this plan. Among the partners involved in the implementation of this plan are:

##### **Greater Newark LISC**

The plan was developed under the auspices of the Greater Newark LISC (GNL) convened Clinton Hill Coalition. GNL established the coalition as a platform for a broad-cross section of community-based organizations and residents to work collaboratively on resident-driven quality of life projects. GNL will continue to leverage their national brand and 30+ years of local community development experience to provide technical assistance and community engagement support to CHCA, partner organizations, and the residents of Upper Clinton Hill.

##### **Newark Community Street Team**

Representatives from the Newark Community Street Team (NCST) served on the Steering Committee of this plan and advised the Planning Team on public safety-related issues. CHCA will leverage NCST's regular bi-weekly meeting with residents and local law enforcement in Clinton Hill as a space to solicit feedback and suggestions on emerging public safety priorities. CHCA is also committed to working with NCST on employing a robust set of strategies to ensure the neighborhood remains safe for residents, businesses, and visitors.

##### **South Ward Children's Alliance**

South Ward Children's Alliance (SWCA) served as a member of the Steering Committee and advised the plan on education and social service-related issues. CHCA will leverage the activity currently underway with their collaborative partners under the auspices of the South Ward Promise Neighborhood initiative. Those partners and activities are working to address a broad array of issues affecting children's education and families' well-being. SWCA has a wide variety

of data, collected from families receiving their services that will be used to inform implementation priorities for the neighborhood plan.

### **South Ward Special Improvement District**

The South Ward Special Improvement District (SWSID) advised CHCA on economic development-related issues and helped to convene neighborhood business owners throughout the planning process. CHCA plans to leverage the SWSID's capacity and network of engaged neighborhood businesses to achieve the plan's broad economic development goals. The SWSID is actively working to strengthen the commercial corridors in the neighborhood by diversifying the mix of businesses, improving the streetscape, and supporting residents looking to start businesses in the neighborhood.

### **Community Asset Preservation Corporation**

Community Asset Preservation Corporation (CAPC) has a long history of working in the Upper Clinton Hill Neighborhood on abandoned property abatement, property rehabilitation, and rental and for-sale housing affordability. CAPC has several housing rehabilitation projects underway in the neighborhood including their ongoing partnership with the South Ward Children's Alliance in and around Seymour Avenue/Mildred Helms Park. The Family Village initiative seeks to provide affordable housing to families facing eviction, sub-standard housing, etc. who are attending school in the neighborhood.

### **Clinton Hill Block Club Coalition**

The Clinton Hill Block Club Coalition (CHBCC) formed out of the resident engagement and leadership development work of Greater Newark LISC (GNL). The CHBCC is a network of block associations in Upper Clinton Hill who work on resident leadership development, neighborhood advocacy, and neighborhood beautification. Block leaders were instrumental in the development of this plan. Moving forward, the CHBCC and their members will continue to advise CHCA on resident engagement-related issues and the implementation of block-level interventions to improve Upper Clinton Hill.

### **South Ward Environmental Alliance**

The South Ward Environmental Alliance formed to address environmental injustices in the neighborhood and their impacts on resident quality of life. Kim Gaddy, the SWEA's Director, is both a resident of Upper Clinton Hill and a statewide advocate for environmental justice. The SWEA will work to cultivate Upper Clinton Hill as a healthy and vibrant neighborhood by ensuring residents, business owners, and other partners are doing their part to create a healthy and sustainable environment. CHCA will leverage the SWEA's extensive network to implement programs and projects that address environmental justice issues such as healthy homes, clean drinking water, and access to healthy food.

### **Concerned Citizens of Clinton Hill**

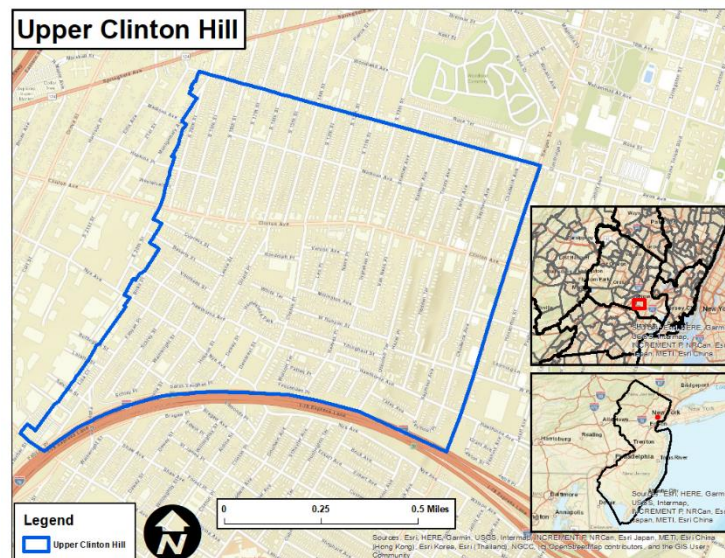
Concerned Citizens of Clinton Hill (CCoCH) is another spin-off entity of the work performed in Upper Clinton Hill by GNL. CCoCH organizes a monthly community meeting that engages municipal officials, partner organizations, and dozens of neighborhood residents. CHCA plans to leverage CCoCH's monthly meetings to provide ongoing updates on the progress of various neighborhood revitalization projects, solicit feedback on shifting neighborhood priorities, and

solicit support for implementation efforts that require the engagement of neighborhood residents.

## Section 5. Neighborhood Description and Statement of Need

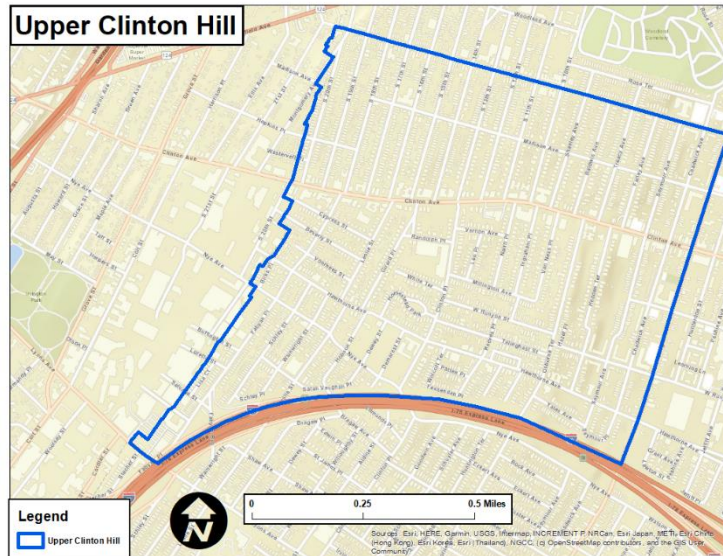
### A. Neighborhood Description

Upper Clinton Hill is a vibrant residential and commercial area of Newark's South Ward. The neighborhood contains 119 blocks and is bounded by Avon Avenue to the north, Bergen Street to the east, Interstate 78 to the south, and the Newark-Irvington municipal boundary to the west. With an estimated population of 15,894 (American Community Survey (ACS) 2014-2018 5-Year Estimates), the neighborhood is home to 5.6% of the City's residents. **Map 1**, inset below, shows the neighborhood's location in relation to Newark's total land area. **Map 2** provides a zoomed-in look at the streets that make up the neighborhood.



Map 1: Location of neighborhood in relation to surrounding area.





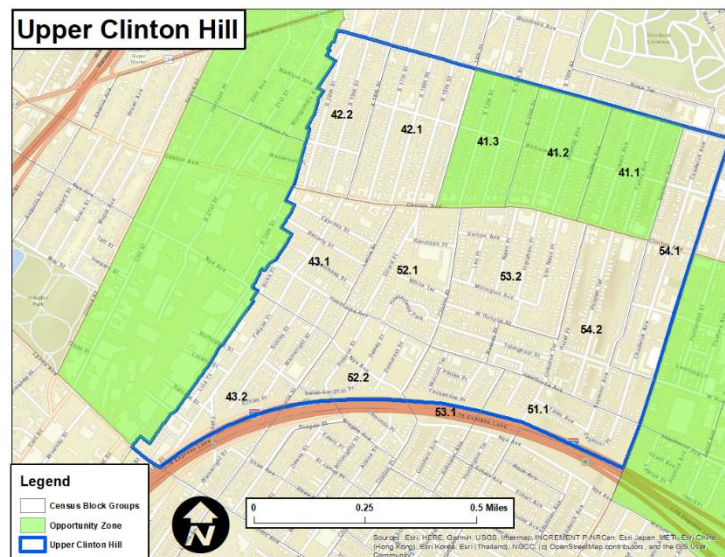
Map 2: Neighborhood Map of Upper Clinton Hill.

The area contains the entirety of Census Tracts 41, 42, 43, 52, and 54 and a portion of Census Tracts 51 and 53 (**Map 3**). Census Tract 41, where data points reveal low homeownership, low median household income, and among the neighborhood’s oldest housing stock, is a federally designated “Opportunity Zone” with additional incentives available for redevelopment. A breakdown of high-level statistics has been broken-down by Census Block Group and can be found in **Table 1**, below.

<b>Table 1: Selected Neighborhood Statistics by Census Block</b>									
	Pop.	% Unem- ployed	% Pop. (25+) with HS Degree or Higher	Med. House- hold Income	% Below Poverty Line	# Housing Units	% Owner Occupied	% Renter Occupied	% Vacant Units
41.1	1,306	20.6%	83.4%	\$22,727	31.4%	588	13.1%	86.9%	22.1%
41.2	700	34.2%	86.2%	\$9,015	61.6%	316	29.8%	70.2%	17.1%
41.3	885	29.2%	83.0%	\$32,375	17.3%	373	31.6%	68.4%	22.0%
42.1	1,280	13.4%	82.6%	\$38,476	41.4%	726	9.2%	90.8%	35.8%
42.2	883	14.5%	90.3%	\$48,989	28.8%	616	38.6%	61.4%	31.5%
43.1	1,006	15.1%	75.3%	\$21,391	54.3%	534	13.6%	86.4%	26.8%
43.2	1,618	17.5%	88.7%	\$34,338	44.3%	652	21.4%	78.6%	20.4%
51.1	492	5.2%	95.7%	\$58,162	30.9%	277	42.9%	57.1%	21.7%
52.1	882	10.9%	90.9%	\$52,885	20.3%	300	42.4%	57.6%	21.3%
52.2	519	30.9%	85.4%	\$39,815	21.4%	234	19.0%	81.0%	25.6%
53.1	677	22.1%	80.0%	\$27,941	33.8%	385	11.0%	89.0%	29.4%
53.2	1,467	13.7%	85.2%	\$29,957	31.6%	682	24.7%	75.3%	19.8%
54.1	1,920	26.1%	65.6%	\$18,491	48.2%	799	0.0%	100.0%	20.5%
54.2	2,259	22.0%	82.8%	\$32,237	38.6%	939	13.7%	86.3%	26.9%

<b>Total</b>	15,894	18.9%	83.1%	\$30,624	37.6%	7,421	19.5%	80.5%	24.9%
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Source: American Community Survey 2014-2018 5-Year Estimates



Map 3: Neighborhood Census Blocks and Census Tracts.

While the neighborhood suffers from long-term neglect and abandonment, it is also home to a number of community assets in good condition. Among the assets are numerous schools – University High School, Clinton Avenue Elementary School, Hawthorne Avenue Elementary School, Bergen Street Elementary School, Avon Avenue Elementary School, Newark Legacy Charter School, KIPP Life Academy, North Star Academy, Clinton Hill Middle School, and Achieve Community Charter School. There are also a number of privately run pre-school and Head Start facilities in the neighborhood. Notably, a new \$20M early childhood center, funded by the Maher Charitable Foundation, is currently under construction with plans to open in the Fall of 2021. This new center, operated by Clinton Hill Community & Early Childhood Center and La Casa de Don Pedro, will serve 198 children, from birth through Pre-K.

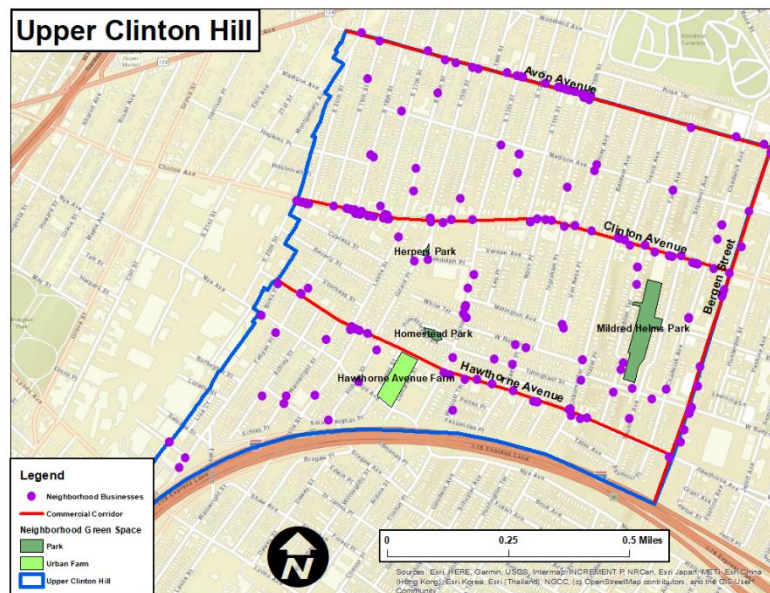
### Businesses

The neighborhood contains four commercial corridors – Avon Avenue, Bergen Street, Clinton Avenue, and Hawthorne Avenue – and several other streets with industrial uses close to Interstate 78. There are more than 200 businesses located within Upper Clinton Hill (**Map 4**). Approximately 123 of these businesses have less than 5 employees. The businesses cover a variety of sectors: Barber Shops and Salons; Clothing and Furniture stores; Convenience and small Grocers; Restaurants; and professional offices (Accountants, Doctors, Real Estate Agents, Insurance, and Financial Advisors). Throughout the neighborhood, corner stores and bodegas provide residents with a quick and convenient location to purchase every day necessities.

Bergen Street and Clinton Avenue are included in the Bergen-Clinton-Lyons Special Improvement District (South Ward SID) and benefit from a dedicated team of professionals supporting those corridors. Business recruitment is a principle job associated with the South Ward SID; residents expressed their desire to attract new businesses such as: a bakery, coffee shop, a banking institution, and clothing stores to occupy vacant or underutilized storefronts



throughout the neighborhood. Avon Avenue and Hawthorne Avenue each have numerous small businesses that actively participate in community life; however, their lack of inclusion in the South Ward SID means that they do not have access to the same support as Bergen Street and Clinton Avenue.



Map 4: Neighborhood Business Corridors & Green Spaces.

### *Parks, Green Space & Transportation*

Upper Clinton Hill is home to Mildred Helms Park – the neighborhood’s primary green space – as well as several smaller parks (**Map 4**). Mildred Helms Park, a 3.6 acre park located between Seymour Avenue and Hedden Terrace, has a children’s playground and space for residents to recreate; however, the park needs improvements to its seating and its children’s play area. Residents also want to see the park expanded to include new basketball courts. A resident-led group, the Mildred Helms Resurrection Committee, formed in 2018 to begin that effort with support from local and national parks advocacy groups. Homestead Park, a well-landscaped and maintained green space (.44 acres), serves as a gathering space for residents living near University High School. Herpers Park, a small .45 acre triangular green space located at the confluence of Girard Place and Randolph Place, is the neighborhood’s only other designated park.

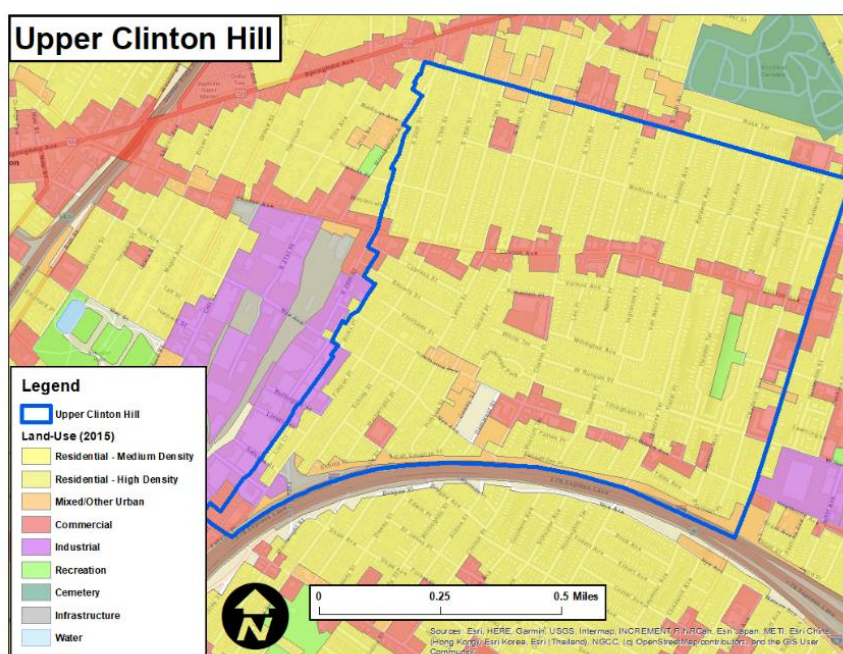
The Hawthorne Avenue Farm, administered by Greater Newark Conservancy, is an urban farm located on Hawthorne Avenue adjacent to the Hawthorne Avenue Elementary School on a lot awaiting construction of a new neighborhood school by the State of New Jersey. The Farm, in operation since 2012, is home to more than 100 fruit trees and 240+ raised-bed community garden plots on a 2.5 acre plot.

The neighborhood is home to eight (8) distinct NJ Transit bus routes with 89 unique bus stops that connect Upper Clinton Hill residents to other parts of Newark, Newark Penn Station and Newark Airport, 22 neighboring municipalities, and the Port Authority Bus Terminal in New York

City. In addition to these transit options, Interstate 78, which forms the southern border of the neighborhood, connects Upper Clinton Hill to the region.

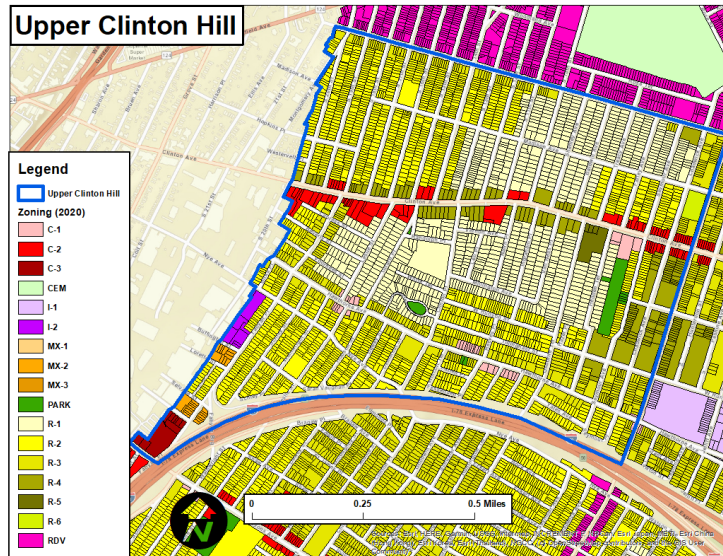
### *Land Use & Zoning*

The Upper Clinton Hill neighborhood's land use is largely residential with pockets of commercial, mixed-use, and industrial development spread throughout the area (**Map 5**). Prominent commercial corridors – Clinton Avenue, Bergen Street, Hawthorne Avenue, and Avon Avenue – contain most of the commercial and mixed-use development. The southwest corner of the neighborhood running along Fabyan Place and the Newark-Irvington municipal border is where much of the neighborhood's industrial property is located. Additionally, logistics and warehousing space is available immediately adjacent to Interstate 78.



*Map 5: Neighborhood Land-Use Map (2015 Land-Use/Land-Cover).*

In 2021, the City of Newark is working to update its Master Plan and local zoning ordinance. At this time, the neighborhood has residential (R-1, R-2, R-3, and R-4) zoning over more than 80% of the available land area – R-1 being lower density and R-4 being high density. The exceptions remain the commercial corridors where properties are currently zoned for commercial uses (C-1, C-2, and C-3) as well as industrial (I-2) and mixed-use (MX-2). A large Redevelopment Area covers the section north of Avon Avenue, and an update to the Bergen-Clinton-Lyons Redevelopment Plan will likely change the zoning along stretches of Upper Clinton Hill's commercial corridors to allow for higher density mixed-use properties. **Map 6** shows the neighborhood's zoning as of 2020.



Map 6: Neighborhood Zoning of Upper Clinton Hill and the surrounding area (2020).

## B. Conditions and Need for Revitalization

For the purposes of this analysis of Upper Clinton Hill, all Block Groups in Census Tracts 41, 42, 43, 52, 53, and 54, as well as Block Group 51.1 are included. All data is from the 2014-2018 American Community Survey (ACS) 5-Year Estimates unless otherwise noted.

### People

Upper Clinton Hill is home to 15,894 people. While the neighborhood's population grew 3.0% between 2000 and 2010, the population has decreased 7.4% since 2010. Since 2010, 9 out of the 14 census block groups have experienced population loss, with 41.1, 43.2, 52.1, 54.1, and 54.2 experiencing increases ranging from 6.3% to 26.2%. Since 2000, Census Tract 43 and Block Group 52.1 increased 32.7% and 28.6%, respectively, while Block Groups 41.2 (-39.8%) and 42.2 (-35.6%) lost the most population overall.

Upper Clinton Hill is a majority African American/Black community, comprising 90.9% of the total population, although the Black population has decreased by 8% between 2010 and 2018. In contrast, the Asian, non-Hispanic White, and "Other" Minority populations have grown between 2010 and 2018, at 170.7%, 3.9%, and 10.8%, respectively. While the Asian population comprises just 1.0% of the population overall, it has grown by 772.2% between 2000 and 2018. This growth is concentrated in Block Group 54.2, the most rapidly growing block group in the neighborhood, which runs from Clinton Avenue to Hawthorne Avenue off of Hedden Terrace.

<b>Table 2: Demographic Information (Percent of Population)</b>			
	2000	2010	2014-2018 Estimate
<b>Total Population</b>	16,665	17,172	15,894
<b>African American/Black</b>	93.2%	89.0%	91.0%

<b>Asian</b>	< 0.1%	0.3%	1.0%
<b>Non-Hispanic White</b>	0.7%%	1.2%	1.3%
<b>Hispanic (All Races)</b>	4.7%	7.6%	5.9%
<b>Other Minority</b>	0.3%	0.6%	0.8%
<b>Two or More Races</b>	1.0%	1.2%	0.2%

Source: U.S. Census 2000, U.S. Census 2010, and American Community Survey 2014-2018 5-Year Estimates

<b>Table 3: Non-Hispanic Population Change (by Demographic Group)</b>						
	<b>2000</b>	<b>2010</b>	<b>Change 2000 to 2010</b>	<b>2014-2018 Estimate</b>	<b>Change 2010 to 2014-18</b>	<b>Change 2000 to 2014-18</b>
<b>Total Population</b>	16,665	17,172	+3.0%	15,894	-7.4%	-4.6%
<b>African American/Black</b>	15,526	15,288	-1.5%	14,454	-5.5%	-6.9%
<b>Asian</b>	13	58	+346.2%	157	+170.7%	+1107.7%
<b>Non-Hispanic White</b>	119	207	+73.9%	215	+3.9%	+80.7%
<b>Other Minority</b>	51	111	+117.6%	123	+10.8%	+141.2%
<b>Two or More Races</b>	174	205	+17.8%	41	-80.0%	-76.4%

Source: U.S. Census 2000, U.S. Census 2010, and American Community Survey 2014-2018 5-Year Estimates

As demonstrated by **Table 4**, the Hispanic population grew 66.6% from 2000 to its peak in 2010. Since 2010, the Hispanic population has declined by 27.5%, from 1,303 to 945 people, or just under 6% of the population. However, during this same period, the area around University High School (Block Group 52.1) saw a 229.4% increase in the Hispanic population. Despite the dip between 2010 and 2014-2018, the Hispanic population in Upper Clinton Hill has increased 20.8% since 2000, while the non-Hispanic population has decreased by 5.9% during that same period.

<b>Table 4: Hispanic Population Change</b>						
	<b>2000</b>	<b>2010</b>	<b>Change 2000 to 2010</b>	<b>2014-2018 Estimate</b>	<b>Change 2010 to 2014-18</b>	<b>Change 2000 to 2014-18</b>
<b>Hispanic</b>	782	1,303	+66.6%	945	-27.5%	+20.8%
<b>Non-Hispanic</b>	15,883	15,869	-0.1%	14,949	-5.8%	-5.9%

Source: U.S. Census 2000, U.S. Census 2010, and American Community Survey 2014-2018 5-Year Estimates

Approximately 4.5% of the neighborhood's residents report limited English proficiency, and based on 2014-2018 ACS estimates, 7.1% of the population speak Spanish at home<sup>1</sup>. Approximately 14.7% of Upper Clinton Hill residents are foreign born.

<sup>1</sup> This data was only available at the Census Tract level.

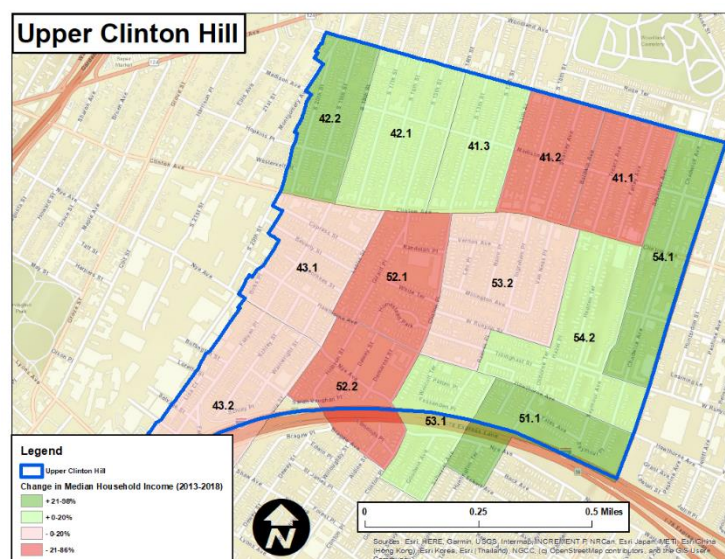


The neighborhood has a large population of young people, as 29.9% of residents are under 18 years old. The population above the age of 60 is 12.7%. The median age in the neighborhood is 30.8, with Block Group 54.1 having the lowest median age at 24.3 and 51.1 having the highest median age at 43.8.

According to the 2014-2018 ACS, approximately 3,670 (77.3%) of the 4,747 children under the age of 18 live with single parents. Households led by single mothers accounted for 23.2% of total households in Upper Clinton Hill.

### Income, Jobs, and Education

The median household income for Upper Clinton Hill is \$30,264, somewhat lower than the \$35,181 for the City of Newark as a whole. The median household income in Essex County is \$59,302 and the State of New Jersey is \$79,363. Upper Clinton Hill's median income decreased 4.0% from the \$31,518 estimated in the 2009-2013 ACS, although the change in household income across the neighborhood is not even (**Map 7**). Block Group 41.2 (between Baldwin Avenue and S. 11<sup>th</sup> Street and bound by Avon Avenue and Clinton Avenue) has the lowest median household income at approximately \$9,015, an 86% decrease, while Block group 51.1 (between Bergen Street and Schuyler Avenue and bound by Hawthorne Avenue and Interstate 78) has the highest median income at \$58,162.



Map 7: Change in Median Household Income at the Block Group-level (2009-2013 ACS compared to 2014-2018 ACS)

The poverty rate in Upper Clinton Hill is 37.6% overall. Census Blocks 41.2 and 43.1 have poverty rates of 61.6% and 54.3%, respectively. In terms of household income, the neighborhood has seen minor changes since 2013. As illustrated in **Table 5**, while there are moderately fewer households making below \$25,000 compared to the 2009-2013 ACS, there are more households making below \$50,000. The data also shows that some neighborhood residents have increased their income or higher income households have moved into the neighborhood, as the percent of households making \$150,000 or more annually has increased slightly.

<b>Table 5: Number of Households in each Median Household Income Bracket (Cumulative)</b>							
	<b>Total Household s</b>	<b>% Below \$25,000</b>	<b>% Below \$50,000</b>	<b>% Below \$75,000</b>	<b>% Below 100,000</b>	<b>% Below \$150,000</b>	<b>% \$150,000+</b>
<b>2009-13</b>	5,790	40.9%	66.5%	81.4%	88.7%	98.1%	1.9%
<b>2014-18</b>	6,137	40.5%	70.0%	82.8%	89.5%	97.3%	2.7%

Source: American Community Survey 5-Year Estimates (2009-2013 & 2014-2018)

According to the 2014-2018 ACS, the unemployment rate for the neighborhood before the COVID-19 pandemic was 18.9%. This figure is much higher than the 4.5% and 3.6 % unemployment rate for Essex County and the State of New Jersey, respectively. Of Upper Clinton Hill residents 16 years and older, 7,275, or 62.6% are active in the labor force – 5,899 (81.1%) were employed and 1,376 (18.9%) were unemployed. As demonstrated by **Table 6**, approximately 51.5% of Upper Clinton Hill residents aged 16 to 24, 28.4% of residents aged 25 to 54, and 67.5% of those over age 55 did not work in the past 12 months.

<b>Table 6: Year-Round Work Status in the past 12 months by Age Group</b>					
	<b>Total Populatio n</b>	<b>Worked in the past 12 months</b>	<b>Percent</b>	<b>Did not work in the past 12 months</b>	<b>Percent</b>
<b>16 to 24 years</b>	2,418	1,173	48.5%	1,245	51.5%
<b>25 to 54 years</b>	6,442	4,615	71.6%	1,827	28.4%
<b>Over 55</b>	2,762	899	32.5%	1,863	67.5%
<b>Total</b>	11,622	6,687	57.5%	4,935	42.5%

Source: American Community Survey 2014-2018 5-Year Estimates

While there are various reasons for not being employed – including having a disability (14.9% of residents<sup>2</sup>) – the employment and income data for the neighborhood underscore the need for training programs and other services to support those who are trying to move into gainful employment.

The U.S. Bureau of Labor Statistics provides information about the jobs of neighborhood residents, wherever they work, as well as workers, whether they reside in Upper Clinton Hill or not. Data from 2018 reveals that 61.8% of the 6,257 employed neighborhood residents work in one of five industries: Health Care and Social Assistance; Transportation and Warehousing; Retail Trade; Administration & Support, Waste Management and Remediation; and Accommodation and Food Services. Looking back, 2013 Data reveals that there has been a net gain of 1,089 jobs for neighborhood residents within those same five industries absorbing 80.1% of those residents. Two industries – Educational Services and Utilities – had a net decrease in the number of

<sup>2</sup> Data for Census Tracts 41, 42, 43, 52, 53, and 54.

neighborhood residents who work in them. Interestingly, the neighborhood has 99 residents working in Arts, Entertainment, and Recreation, which is a 70.7% increase from 2013.

In terms of jobs in the neighborhood, there were 727 jobs within the bounds of Upper Clinton Hill in 2018 – a net gain of 18 jobs since 2013. Approximately 75.8% of the 727 jobs within the neighborhood were in one of four industries: Educational Services; Accommodation and Food Services (+127 jobs since 2013); Health Care and Social Assistance; and Transportation and Warehousing (+117 jobs since 2013). Two industries have seen significant job losses – Educational Services (-191 jobs) and Health Care and Social Assistance (-51 jobs). There are no jobs in Arts, Entertainment, and Recreation in Upper Clinton Hill. The forthcoming Gant-Gilbert Arts Collective may spur arts-related jobs in the neighborhood and provide local employment for some of the 99 residents of Upper Clinton Hill working in the sector.

Within a 5-mile radius of the Upper Clinton Hill Neighborhood, there are more than 340,000 jobs. Jobs cluster in and around population centers in parts of Essex, southwestern Hudson, and northern Union Counties with the highest concentrations in downtown Newark, downtown Elizabeth, and in the area around Newark Airport and the Port. The industries with the highest number of jobs include: Health Care and Social Assistance (49,050); Transportation and Warehousing (48,159); Educational Services (41,106); and Retail Trade (32,993). Among the industries that have grown since 2013, Transportation and Warehousing has added more than 8,000 jobs and Professional, Scientific, and Technical Services added more than 1,700 jobs.

There are several observations that can be drawn from this data from 2018. While there is a limited number of jobs in the immediate neighborhood, jobs in the region are plentiful. The City's Master Plan and recent investment in Newark Liberty International Airport and Port Newark may also result in new jobs in the "Green Jobs" sector. Nevertheless, for many residents there may be a mismatch between their education or experience levels and the job requirements for the better paying job categories. A serious effort is needed to identify decent paying jobs in sectors with lower employment thresholds, such as Transportation and Warehousing or Health Care and Social Assistance, and develop a targeted strategy to get more residents into those industries.

At the same time, just 83.1% of Upper Clinton Hill residents age 25 and older have a high school diploma or equivalent and 10.7% have a bachelor's degree or higher – both of which are lower than Essex County as a whole, where 85.8% have at least a high school diploma and 34.8% have at least a bachelor's degree. Promoting education to encourage residents to obtain a high school degree or GED and, where possible, some form of advanced education or training should be a goal across the board.

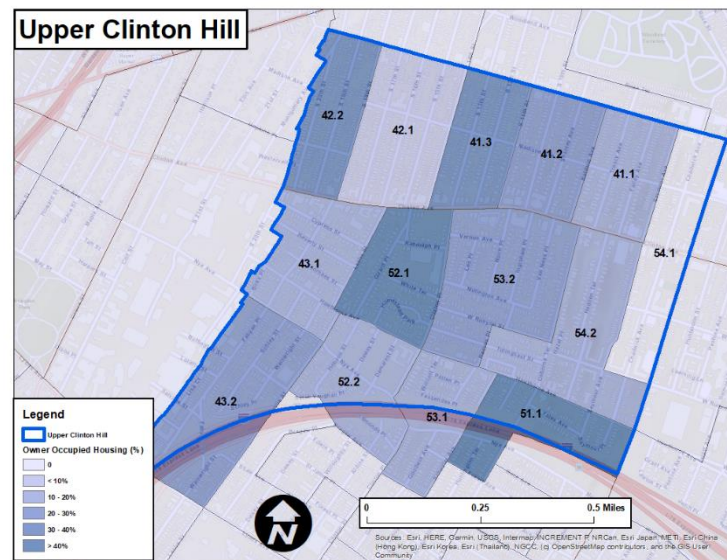
The 2014-2018 ACS estimates that 5.6% of residents age 16-19 have dropped out of high school.

## Housing

There are 7,421 housing units in Upper Clinton Hill with 1,538 units (20.7% of the neighborhood's total) in single-family homes, 1,574 units (21.2% of the neighborhood's total) in 2-family houses, and 4,299 units (57.9% of the neighborhood's total) in multi-family buildings. Most of the neighborhood's single-family homes are located north of Clinton Avenue (Block Groups 41.1, 41.2, and 41.3) where detached homes with front- and backyards are common. Conversely, 2-

family and multi-family buildings are more prevalent south and west of Clinton Avenue where housing density is higher.

Approximately 19.5% of the neighborhood's occupied housing units are owner occupied. In Upper Clinton Hill, Block Group 54.1 has no homeowner occupants, while block groups 41.1, 42.1, 43.1, 53.1, and 54.1 have owner occupancy rates below 15%. Block groups 51.1 and 52.1 have homeownership rates above 42% (42.9% and 42.4%, respectively). **Map 8** provides a visual representation of the homeownership rate in each Block Group.



Map 8: Homeownership rate at the Block Group-level (2014-2018 ACS)

In Upper Clinton Hill, 80.5% of occupied units are renter occupied. Block Groups 54.1, 42.1, and 53.1 have the highest concentration of rental housing, at 100.0%, 90.8% and 89.0%, respectively. Block Group 51.1 has the lowest percentage of housing units occupied by renters in Upper Clinton Hill (57.1% of occupied units).

Approximately 1,845 units (24.9%) are estimated to be vacant accordingly to the 2014-18 ACS. Housing vacancy is prevalent in all Census Block Groups in Upper Clinton Hill including Block Group 42.1, which has the highest vacancy rate in the neighborhood, at 35.8%. Block group 41.2 has the lowest vacancy rate in the neighborhood, at 17.1%.

A parcel survey conducted in Fall 2019 provides additional, hyper-local data on the observed conditions and occupancy of the neighborhood's housing stock. Surveyors identified 2,443 residential structures in the neighborhood, of which 592 (24.2%) structures had 1 unit, 1,743 (71.3%) structures contained 2-4 housing units, and 108 (4.4%) structures had 5+ housing units. Approximately 248 (10%) residential structures were observed to be unoccupied during the parcel survey including 56 structures with 1 housing unit, 181 structures with 2-4 housing units, and 11 structures with 5+ housing units. These properties, though scattered throughout the neighborhood, present opportunities for rehabilitation and occupancy as homeownership units or affordable rentals.



Approximately 53.3% of units in the neighborhood were built prior to 1960; Block Groups 52.1, 41.3, 51.1, and 53.2 have the largest percentages of housing built prior to 1960, ranging from approximately 72% to nearly 76% of units. Block Group 43.2 has seen the most recent investment in housing, with 214 units, or 41.2%, built after 2000. Overall, 18.6% of Upper Clinton Hill's housing units were built after 2000.

As of 2019, 3,073 residents in Census Tracts 41, 42, 43, 52, and 54 live in housing that receive some form of rental subsidy, representing 22.4% of residents in those tracts. Of the residents that live in subsidized housing, 63.8% live in housing subsidized by Housing Choice Vouchers, commonly referred to as "Section 8", and 10.5% live in public housing. Overall, there are 1,570 subsidized housing units in these Census Tracts. Census Tract 54 has the highest number of residents and households receiving some form of subsidy at 1,480 (35.4%) and 619 (44.1%), respectively. Census Tract 45 is also the only tract with public housing, with 114 or 8.1% of households, living in public housing.

According to the 2014-2018 ACS, 49.2% of owner-occupied households and 68.9% of renter-occupied households in Upper Clinton Hill are cost-burdened, spending more than 30% of their income on housing. Additionally, 24.5% of owner-occupied households and 43.7% of renter-occupied households are severely cost-burdened, spending 50% or more of their income on housing. Data from the 2009-2013 ACS, presented in **Table 7**, reveals that the percent of renters that are cost-burdened and severely cost-burdened have both increased, while the percent of owner-occupants that are cost-burdened and severely cost-burdened have both decreased.

<b>Table 7: Housing Cost Burden for Renters and Homeowners</b>				
	<b>Renters</b>		<b>Homeowners</b>	
	<b>30% or More</b>	<b>50% or More</b>	<b>30% or More</b>	<b>50% or More</b>
<b>2009-13</b>	59.2%	37.7%	66.0%	32.8%
<b>2014-18</b>	68.9%	43.7%	49.2%	24.5%

Source: American Community Survey 5-Year Estimates (2009-2013 & 2014-2018)

Since the 2007 housing crisis, 52.2% of Class 2 residential (1-4 family) property sales within Upper Clinton Hill have been to investor owners. Between 2007 and 2013, owner-occupants were responsible for 57.5% of arms-length transactions in the neighborhood during a time when the average home sale dipped under \$120,000. At the beginning of the housing crisis, there was still a reasonably strong homebuyer market despite the fact that fewer residential properties came to market. From 2007 to 2013, approximately 326 Sheriff's Sales were conducted for properties in the neighborhood. After 2013, the ration of purchases by homeowner occupants decreased to approximately 40% as overall sales increased, with investor owners accounting for a larger share of purchases. Since 2014, the average sale price for a 1-4 family residential property in the neighborhood has gone up 53.3% from \$139,780 in 2014 to \$214,258 in 2019. Approximately 59.7% of sales since 2014 have been to investor owners (871 transactions) compared to 40.3% to owner-occupants (589 transactions). The data in **Table 8** shows home prices in Upper Clinton Hill continuing to rise – though not yet recovered to pre-housing crisis levels.

**Table 8: Class 2 Residential Property Sales (2007-2019)**

	<b>Total Residential Sales</b>	<b>Arms-Length Transactions</b>	<b>Owner-Occupant Purchases</b>	<b>Investor Owner Purchases</b>	<b>Average Sale Price</b>
<b>2007</b>	385	240	159	81	\$304,668.90
<b>2008</b>	297	155	105	50	\$249,161.45
<b>2009</b>	288	145	84	61	\$139,722.92
<b>2010</b>	319	185	97	88	\$119,305.84
<b>2011</b>	199	137	66	71	\$119,063.26
<b>2012</b>	211	131	69	62	\$124,666.51
<b>2013</b>	197	130	66	64	\$136,267.42
<b>2014</b>	252	171	60	111	\$139,780.43
<b>2015</b>	271	165	63	102	\$134,506.05
<b>2016</b>	385	237	98	139	\$150,619.61
<b>2017</b>	413	274	105	169	\$160,350.31
<b>2018</b>	481	311	130	181	\$184,917.35
<b>2019</b>	471	302	133	169	\$214,258.56
<b>Total</b>	<b>4,169</b>	<b>2,583</b>	<b>1,235</b>	<b>1,348</b>	<b>\$175,135.07</b>

Source: New Jersey SR1A Property Sales Data (2007-2019)

## Community Health

According to the federal Health Resources and Services Administration (HRSA) in 2020, Upper Clinton Hill is not considered a Medically Underserved Area, a designation given to communities with “too few primary care providers, high infant mortality, high poverty, and/or high elderly population”. The neighborhood does have a high lead exposure risk due to the age of the housing stock, however. The western portion of the neighborhood has a risk value of 9 out of 10, while the eastern portion has a risk value of 10 out of 10<sup>3</sup>.

Despite the presence of Newark Beth Israel Medical Center on the other side of Interstate 78, residents of Upper Clinton Hill still suffer from myriad health-related issues. While publicly available data does not make this connection, residents believe environmental factors – the age of the housing stock, the historical presence of heavy industry, etc. – in the neighborhood negatively impact the health of Upper Clinton Hill residents.

One of the major risk factors for chronic disease is a person’s weight. This data comes from the Centers for Disease Control (CDC) and reflects the Census Tracts that are fully in the neighborhood, including 41, 42, 43, 52, 53, and 54. As of 2018, 13.3% of adults reported to have asthma, an estimated 12.8% of adults have ever been diagnosed with Diabetes, 2.9% have ever been diagnosed with Heart Disease, and 26.9% have ever been diagnosed with high cholesterol. As of 2017, approximately 38.6% of neighborhood adults had been diagnosed with High Blood Pressure at some point, according to the Center for Disease Control (CDC). One of the major risk factors for chronic disease is a person’s weight. In 2018, approximately 70.3% of adults in Upper Clinton Hill reported being Overweight, a Body Mass Index (BMI) higher than 24.9, and 37.4% of adults reported being Obese, a BMI of 30 or higher. This statistic bellies the strategies in this Plan

<sup>3</sup> This ranking system was first developed by the Washington State Department of Health, which took into consideration the age of housing and poverty as primary risk factors.

and the Newark Beth Israel Community Health Needs Assessment that targets open space, recreation, and access to healthy food as principle aims.

As far as self-reported health factors, in 2018, 22.4% of adults reported their health status as fair or poor, with 14.1% of adults reporting 14 or more days of poor physical health, and 17.1% reporting 14 or more days of poor mental health in the previous 30 days. In 2017 37.8% of adults reported being physically inactive in the past 30 days and 23.6% of adults reported eating less than one serving of fruit or vegetables per day. According to 2015-2019 ACS estimates, 13.5% of residents do not have health insurance, 55.4% have public health coverage (Medicare or Medicaid), and 37.1% have private coverage.

### C. Evidence of Neighborhood Distress

The Newark, NJ HUD Metro FMR Area establishes the area median income for a four person household at \$106,000. The 80% median income threshold is \$78,500. In Upper Clinton Hill, 5,082 households, or 82.81%, make less than \$75,000 per year. Additionally, the 50% median income threshold is \$53,000. 4,297 households in the neighborhood make less than \$50,000, approximately 70.02% of all households in Upper Clinton Hill.

### D. Photographs of Neighborhood Conditions







### E. Description of Other Plans

The **2006 Upper Clinton Hill Community Plan** prepared for Episcopal Community Development, Inc. by Camiros, Ltd. put forth broad strategies to address neighborhood challenges. These strategies included rebuilding a vibrant and diverse retail and business community, attracting new industries and service firms, creating a mixed-income community, improving the safety and security of the neighborhood, enlivening the community through cultural and artistic activities, creating better opportunities for recreation, lifelong learning, and civic engagement, and developing a “network of networks” to share information and resources. In order to implement these strategies, the plan suggested amending the zoning along Clinton Avenue from retail to mixed use, creating a façade restoration and preservation program, coordinating revitalization efforts with the City of Newark, and establishing effective partnerships to carry out implementation activities. While many of this plan’s recommendations and strategies have not been fully implemented due to the conditions created by the foreclosure crisis and the closure of Episcopal

Community Development in 2013, subsequent planning efforts have sought to address similar challenges and proposed strategies, many of which are carried forward in this plan.

The **2012 Master Plan for the City of Newark**, prepared during Mayor Cory Booker's administration, recommended significant changes to the zoning in Upper Clinton Hill. The plan recommends zoning amendments to stabilize the housing stock and preserve the diversity of housing options in the neighborhood. Job-producing, industrial land uses at the Newark/Irvington boundary were identified for preservation. The plan also identified investments in the neighborhood's business district such as attracting and supporting retail and commercial development and improving the streetscape and façades. Hawthorne Avenue is a priority for mixed-use development and Leslie Street, Goodwin Avenue, and Reeves Place as areas for retail preservation.

The plan identified Voorhees street, Girard Place, Randolph Place, White Terrace, Ingraham Place, and Nairn Place as areas for focused rehabilitation. Acknowledging the challenges presented by abandoned and foreclosed properties and the lack of public open space in the neighborhood, the plan recommended identifying and creating new open spaces, specifically repurposing vacant land to increase the presence of community gardens and urban farms as a strategy to address both challenges. Finally, increasing the capacity of neighborhood organizations, including neighborhood groups and block associations, and support services was identified as a community need. Many of these strategies remain relevant and are included in this Plan.

The **South Bergen Redevelopment Plan** was completed by Heyer, Gruel & Associates in November 2016 covering the stretch of Bergen Street from Madison Avenue in Upper Clinton Hill to Weequahic Avenue in the City's Weequahic Neighborhood. For the purposes of the Upper Clinton Hill Neighborhood Plan, the section between Madison Avenue and Route 78 – and in particular 25 properties - is the focus of this analysis. Among the redevelopment plan's key recommendations for this area include: a mix of retail, restaurants, entertainment facilities, and arts uses (especially near the Clinton Hill corridor). The plan advocates for mixed-use development, wide sidewalks, and a distinctive "sense of place". An update to the South Bergen Redevelopment Plan was being prepared during the preparation of this Upper Clinton Hill Neighborhood Plan.

**Promise Neighborhoods Implementation Grant.** Based on a 2016 analysis by New York University for the South Ward Children's Alliance (SWCA), the SWCA's partner organizations developed this proposal, which they submitted and received funding for in 2017. This initiative charts a path forward for the SWCA to improve educational and health outcomes for children and young adults at every point in their education. To improve early childhood education in the neighborhood, this proposal demonstrates commitments to creating more, quality educational opportunities and coordinated efforts between parents and health care professionals so children are healthy and ready for school, among other efforts. Addressing absenteeism, literacy and math skills, and creating after-school educational programs are strategies directed at improving outcomes for elementary and middle school students. For high school students, the proposal identifies support for students in underachieving schools and reengaging youth with multiple pathways to graduation. Connecting college-aged young adults with preparatory programs and certifications, including the GED, will improve outcomes. The proposal also identifies the need to

stabilize and support families and the broader community to achieve these goals. The strategies in this Plan around Education, Wellness, and Social services build on these goals.

**South Ward Retail Marketplace Analysis and Corridor Action Plan.** Several partners – led by the South Ward SID – commissioned this plan, prepared by Larisa Ortiz Associates, for the Bergen-Lyons-Clinton Avenue corridor. The plan was funded by Newark Beth Israel Medical Center and Greater Newark LISC and was completed in December 2018. The strategies in this document include: expanding arts and cultural programming on Clinton Avenue, expand health and wellness programming, incentivize corner stores to carry fresh produce and “green” cleaning products, and supporting businesses with online marketing. These strategies are in-line with the Upper Clinton Hill Neighborhood Plan.

The **Upper Clinton Hill Community Conversations Report**, was completed in March 2019 for the Thriving Neighborhoods Initiative (TNI) led by Greater Newark LISC. The overarching goals of TNI are to increase the capacity of trained resident leaders, anchor institutions, and key stakeholders, improve key quality of life indicators and neighborhood perceptions, and increase aligned investments to the neighborhood plan. The Community Conversations Report identified four focus areas through the public engagement process: public safety, housing, quality of life, and community building. Several strategies are outlined for each focus area and are in-line with the Goals/Strategies in this Plan.

**Update to the Upper Clinton Hill Neighborhood Planning and Design Agenda.** Building on the community engagement activities that constituted the Community Conversations Report, the 2019 analysis prepared by Hector synthesized findings from previous reports and generated recommended actions for future community development and revitalization efforts. In addition to reiterating support for several aforementioned strategies (e.g. vacant and abandoned property remediation, affordable housing, vibrant commercial districts, and safe passage programs), this plan incorporated many of the previously mentioned strategies around community building and added a “Council of Elders” oral history project and revitalization of the Clinton Branch library on Bergen Street to the list of recommendations. These are in-line with the Upper Clinton Hill Neighborhood Plan.

Newark Beth Israel Medical Center (NBIMC), the hospital nearest to the Upper Clinton Hill Neighborhood, completed a **Community Health Needs Assessment** in 2019. Representatives from NBIMC took part in the development of this Plan and are committed to supporting its implementation. In this assessment, several gaps and opportunities were identified that align with the strategies and activities in this Plan including: reducing the number and percentage of individuals living in poverty, increasing the number and percentage of individuals with health insurance, increase in access to healthy food, reduction of blood lead levels, and renovation/rehabilitation of the neighborhood’s aging housing stock.

The Upper Clinton Hill **Property Conditions Report & Recommendations for Action** completed in 2020 by New Jersey Community Capital (NJCC) addresses the findings from a property condition survey carried out in the neighborhood between October 2019 and January 2020. The recommendations and strategies for property revitalization included rehabbing abandoned properties and decorative board ups of city-owned vacant properties. For vacant lots, the report recommended creating community gardens and open spaces, improving lot maintenance and

code enforcement, and assembling lots for future development. At the block level, the report suggested building on existing assets and focused home-repairs and beautification efforts. Improving neighborhood sustainability by investing in the shade tree canopy and increasing the number of houses with downspouts were also recommendations resulting from the survey that are in this Plan.

## F. Municipal Support Letter

See DRAFT.

## Section 6. Neighborhood Assets & Involvement

### A. Neighborhood Assets

#### a. Community Assets

##### Medical

Clinton Hill Dental Care	804 Clinton Ave, Newark, NJ 07108
Newark Beth Israel Medical Center	201 Lyons Ave, Newark, NJ 07112
Children's Hospital of New Jersey	201 Lyons Ave, Newark, NJ 07112
Children's Specialized Hospital- Outpatient Center	182 Lyons Ave, Newark, NJ 07112

##### Transportation

NJ Transit Bus #13	Clinton Avenue/Clinton Place
NJ Transit Bus #27	Hawthorne Avenue
NJ Transit Bus #37	Lyons Avenue
NJ Transit Bus #39	Bergen Street
NJ Transit Bus #70	Avon Avenue
NJ Transit Bus #96	Fabyan Place
NJ Transit Bus #99	Bergen Street
NJ Transit Bus #107	Lyons Avenue

##### Educational

Hawthorne Avenue Elementary School	428 Hawthorne Ave, Newark, NJ 07108
University High School	55 Clinton Pl, Newark, NJ 07108
North Star Academy Clinton Hill Middle School	600 Clinton Ave, Newark, NJ 07108
Achieve Community Charter School	534 Clinton Ave, Newark, NJ 07108
Newark Legacy Charter School	823 S 16th St, Newark, NJ 07108
Clinton Avenue Elementary School	538 Clinton Ave, Newark, NJ 07108
Avon Avenue Elementary School	219 Avon Ave, Newark, NJ 07108
KIPP Life Academy	103 Bragaw Ave, Newark, NJ 07112
Clinton Hill Community & Early Childhood Center, Inc	420 Hawthorne Ave, Newark, NJ 07112
Leaguers Head Start Program	621 Clinton Ave, Newark, NJ 07108
Little Angels Daycare	827 Clinton Ave, Newark, NJ 07108

##### Parks/Recreation

Mildred Helms Park	534-544 Clinton Ave, Newark, NJ 07108
Homestead Park	Homestead Park
Herpers Park	Randolph Place & Girard Place
Hawthorne Avenue Farm	Corner of Hawthorne Ave and Demarest St
Culture Spot	Corner of Hawthorne Ave and Chadwick Ave
Gant-Gilbert Arts Collective (In Development)	505 Clinton Avenue, Newark, NJ 07108



#### Community

Clinton Branch Library	739 Bergen St, Newark, NJ 07108
Gant-Gilbert Arts Collective (In Development)	505 Clinton Avenue, Newark, NJ 07108
Angel Hope House	800 Clinton Ave, Newark, NJ 07108
Hawthorne Avenue Farm	Corner of Hawthorne Ave and Demarest St
Culture Spot	Corner of Hawthorne Ave and Chadwick Ave
F.O.R.T.E. House	25-27 Van Ness Pl, Newark, NJ 07108

#### Celebrations/Events


#### Fire/Police Stations

Newark Fire Department	395 Avon Ave, Newark, NJ 07103
Bergen Street Police and Fire Training Academy (In Development)	Bergen Street & Chadwick Avenue

#### Retail/Commercial Corridor

Clinton Avenue Commercial Corridor	Bergen Street to Irvington municipal border
Bergen Street Commercial Corridor	Avon Avenue to Route 78 overpass
Hawthorne Avenue Commercial Corridor	Bergen Street to Fabian Place
Avon Avenue Commercial Corridor	S. 10 <sup>th</sup> Street to S. 16 <sup>th</sup> Street

### b. Regional Assets

#### Performance Space

Gant-Gilbert Arts Collective (In Development)	505 Clinton Avenue, Newark, NJ 07108
Mildred Helms Park Gazebo	Seymour Avenue

#### Art Gallery

Gant-Gilbert Arts Collective (In Development)	505 Clinton Avenue, Newark, NJ 07108
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#### Medical

Newark Beth Israel Medical Center	201 Lyons Ave, Newark, NJ 07112
Children's Hospital of New Jersey	201 Lyons Ave, Newark, NJ 07112
Children's Specialized Hospital- Outpatient Center	182 Lyons Ave, Newark, NJ 07112

### c. Municipal Revitalization Priorities

In 2005, the City of Newark designated the entire city as an “Area in Need of Rehabilitation”. This designation allows the municipality to utilize its powers (e.g. tax abatements on property improvements, flexibility in conveying properties) to encourage the renovation and reconstruction of sub-standard structures.

In 2007, the City of Newark adopted an Abandoned Property (APRA) Ordinance allowing it to utilize tools designated to municipalities under the New Jersey Abandoned Properties Rehabilitation Act (APRA). In 2011, the City authorized 250 properties to be condemned under APRA and transferred to responsible developers – many of those initial properties were in Upper Clinton Hill. Community Asset Preservation Corporation (CAPC), one of CHCA’s partners under this Plan, completed the rehabilitation of 24 of those properties – many of these rehabs occurred in the vicinity of Mildred Helms Park and Seymour Avenue.

In 2013, the City formed the Bergen-Lyons-Clinton Partnership (commonly referred to as the “South Ward SID”) to manage a Special Improvement District authorized by municipal ordinance. This public/private partnership is focused on generating economic activity on the corridor, providing supplementary streetscaping support, and serving as a community development partner. The entire lengths of Bergen Street and Clinton Avenue in the Upper Clinton Hill Neighborhood fall within the South Ward SID’s catchment area.

The State of New Jersey designated Census Tract 41 (Avon Avenue to Clinton Avenue between Seymour Avenue and S. 14<sup>th</sup> Street) as an Opportunity Zone. The entirety of both Clinton Avenue and Bergen Street that falls within the Upper Clinton Hill Neighborhood are also part of the State of New Jersey’s Urban Enterprise Zone (UEZ) program allowing businesses to charge a lower sales tax rate to customers who shop there. Additionally, most of the neighborhood is eligible for state and federal incentive programs such as: Low-Income Housing Tax Credits (LIHTC), New Market Tax Credits (NMTC), NJ Housing and Mortgage Finance Agency’s (HMFA) down-payment assistance program (DPA), and incentives available through the New Jersey Redevelopment Authority (NJRA).

The City of Newark worked with neighborhood residents in 2007 to designate Temple B’nai Abraham (aka Deliverance Evangelistic Center) as a historic property on the National Register of Historic Places. Additionally, a host of individual institutional and residential historic properties are eligible for the State and National Registers but have not yet been designated as such. Most significantly, a section of South 13<sup>th</sup> Street (between Avon Avenue and Madison Avenue) is eligible as a Historic District with 30 contributing historic residences defined by their age and distinctive architecture. Only Temple B’nai Abraham is listed as a local Landmark at this time.

### d. Recent Investment

In 2018, seven projects in Upper Clinton Hill required large permits authorizing work over \$250,000. Three of these projects involved educational facilities – KIPP Life Academy, Hawthorne Avenue Elementary School, and Achieve Community Charter School and three of them were multi-family housing projects – one each on Hawthorne Avenue, South 14<sup>th</sup> Street, and South 16<sup>th</sup> Street.

The Maher Charitable Foundation, in partnership with Clinton Hill Community and Early Childhood Center and La Casa de Don Pedro, two long-standing early childhood providers, is constructing a birth-to-five early childhood facility in the Clinton Hill neighborhood, behind the Hawthorne Avenue School. The building is expected to open in September, 2021, and will include 10 PreK classrooms for 150 children, and 6 Early Head Start Classrooms, for 48 infants and toddlers. The building will include a family child care hub to provide support services and training opportunities to family child care providers in the community, a commercial kitchen to provide healthy meals to children in the center and to participating family child care homes, and multi-purpose space that can be used by community organizations during evenings and weekends. The Maher Charitable Foundation is paying the total cost of construction, which is estimated to total \$20 million.

The initial home of the aforementioned Infant/Toddler Center on Dewey Street was another large project to come on-line over the last few years. Their permanent Infant/Toddler and Pre-K center is being developed on Hawthorne Avenue with an anticipated completion date of Fall 2021. In Spring 2021, the Clinton Hill Community and Early Childhood Center received notification that their application to provide Early Head Start services in the South Ward of Newark was successfully awarded. The grant expands services for 49 children, 6 weeks to 3 years old, in both center-based and home-based programs. Two things the Office of Head Start credited in the application that made it both strong and unique, was the 29 year history as a high-quality early care and education services provider; and their plan to establish a Family Child Care Network Hub that is funded in part through Early Head Start dollars. Leveraging this grant to recruit, train, and support family child care programs will raise the bar for these providers and provide families with access to a larger pool of high-quality options.

During the planning process, the City of Newark authorized work to commence development of a new Police and Fire Training Academy facility at the site of the former Bergen Street School (695 Bergen Street) which will be used by local and regional police and fire departments. Its location, near the Newark Department of Public Safety's headquarters, will concentrate additional public safety personnel in the neighborhood and spur additional economic activity for Upper Clinton Hill businesses.

Finally, the City of Newark, through Invest Newark, is redeveloping a prominent former bank building at 505 Clinton Avenue into the Gant-Gilbert Arts Collective. The Gant-Gilbert Arts Collective is a \$9 million dollar project that will offer the Upper Clinton Hill Neighborhood a cultural art, education, residential, and social center. This space, completed in 2021, will provide artist co-op housing, event space, space for artists to create and display artwork, and a commercial space for a local social enterprise.

## B. Neighborhood Involvement

### a. Community Organization Effectiveness

### b. Community Support & Engagement

Community Engagement	Date	Objective
Concerned Citizens of Clinton Hill Meeting	11/14/20	General neighborhood updates; Community Planning Activity

Concerned Citizens of Clinton Hill Meeting	12/5/20	General neighborhood updates; Community Planning Activity
Concerned Citizens of Clinton Hill Meeting	1/9/21	General neighborhood updates; Community Planning Activity
Concerned Citizens of Clinton Hill Meeting	2/6/21	General neighborhood updates; Community Planning Update
Concerned Citizens of Clinton Hill Meeting	3/6/21	General neighborhood updates; Community Planning Activity
Concerned Citizens of Clinton Hill Meeting	4/10/21	General neighborhood updates; Community Planning Activity

## Section 7. Proposed Vision, Strategies, Activities & Outcomes

### A. Vision Statement

Upper Clinton Hill will be a neighborhood of choice, filled with safe, walkable, tree-lined streets and historic homes, thriving commercial corridors, and vibrant arts and cultural activities.

### B. Strategies

During the development of the Upper Clinton Hill Neighborhood Plan, several key tenets emerged that are implicit in each Plan Focus Area, Strategy, and Activity. CHCA and its partners will strive to implement this Plan with these tenets at the forefront of their work.

- Transparency is paramount; the neighborhood seeks to break the cycle of unfulfilled plans and broken promises.
- Collaboration is the key to this Plan's success; multiple organizations, stakeholders, and residents have committed to its long-term success.
- Community health transects the entirety of this Plan; we believe: Housing = Health; Social Cohesion = Health; Environmental Justice = Health; Economic Opportunity = Health.
- Creativity is everywhere; the implementation of this Plan will strive to take creative approaches to propel the neighborhood forward.

To that end, the Upper Clinton Hill Neighborhood Plan focuses on areas where CHCA and their partners can have an impact. The strategies found in these focus areas will help realize the vision for Upper Clinton Hill: Housing; Economic Development; Environmental Justice, Green Spaces, and Sustainability; Creative Placemaking (The Arts & Creativity); Resident Empowerment & Community Building; and Education, Wellness, and Social Services.

### Focus Area #1: Housing

Residents of Upper Clinton Hill continuously pointed to housing as a priority focus area during the planning process. Over the next decade, CHCA and its partners will seek to build and renovate quality, affordable rental and for-sale housing for a variety of incomes and family types. CHCA is committed to supporting Upper Clinton Hill residents wishing to purchase a home, remain in their homes, and rehabilitate their homes. Preserving the neighborhood's housing stock and supporting residents' stated goal of increasing ownership in the community form the basis of this Plan's Housing Strategies.

### *Strategy 1.1: Develop and Renovate Quality, Affordable Housing in Upper Clinton Hill*

Throughout the community engagement process, residents talked about wanting to see more quality, affordable housing options – both rental and for-sale – available in Upper Clinton Hill. The chief concern – but also opportunity – expressed by residents was the proliferation of vacant and abandoned properties throughout the neighborhood. While these properties pose health and safety concerns, they also represent an opportunity to provide more affordable housing. The Fall 2019 parcel survey identified 248 vacant residential buildings – 4.4% of those are multifamily (5+ units) properties – that could serve as safe, affordable rental or homeownership units once they are rehabilitated.

Over the past decade, one of CHCA's non-profit development partners Community Asset Preservation Corporation (CAPC), has completed the renovation of 24 formerly vacant residential structures into 32 affordable rental units and 5 affordable homeownership units; 9 additional affordable rental units were completed with CAPC partnering with local developers. This strategy anticipates continued partnership between CHCA, CAPC, the City of Newark, and other developers to bring more quality, affordable housing to the neighborhood through these proposed activities:

- Use Abandoned Properties Rehabilitation Act tools to acquire and renovate vacant and abandoned properties
- Grow the capacity of small, local developers to acquire, rehabilitate, and sell neighborhood properties
- Create new infill development that fits in with the existing residential sections of the neighborhood
- Develop rental and for-sale housing units affordable at a range of incomes to help transform Upper Clinton Hill into a true mixed-income neighborhood

### *Strategy 1.2: Increase Homeownership among existing neighborhood residents*

Throughout the planning process, residents talked about wanting more ownership of the community where they live. Home ownership allows residents to benefit from appreciating home values and build intergenerational wealth. Currently, more than 70% of renter households spend 30% or more of their annual income on housing. While incomes are generally low for neighborhood residents, homes are still affordable for the 12.8% of households (710 out of 5,576) making \$50,000 - \$75,000 per year. Owning a home is more than an investment in the physical structure where people live – it is an investment in the community and a commitment by the property owner to the long-term trajectory of the neighborhood. Since 2010, homeownership has fallen in Upper Clinton Hill – a net loss of about 500 homeowner occupied housing units. There is a significant amount of work to be done as more than 80% of occupied housing units in Upper Clinton Hill are occupied by renters.

Addressing this situation will entail a coordinated, comprehensive set of activities that prepare existing residents for homeownership, support would-be homeowners with education and financial supports, and ensure more residents can assume their rightful stake in the long-term future of the neighborhood.

- Offer homebuyer education courses and small landlord certification in partnership with local banks, counseling organizations, the City of Newark, and others
- Provide down-payment and closing-cost assistance to individuals looking to become owner-occupants in the neighborhood

- Conduct targeted outreach to existing renters, individuals looking to down-size or upgrade their housing, and multi-generational families

### *Strategy 1.3: Preserve Neighborhood Housing and Homeownership*

Generations of Upper Clinton Hill residents have lived in the neighborhood's existing housing stock; approximately 26% of neighborhood housing was built prior to 1940 with some sections of the neighborhood having close to 50% of homes dated from that era. While that housing stock is old, these buildings (mostly 2-3 units) were solidly built and in most cases provide a safe, stable place to live. In the City's 2012 Master Plan, a 16 block section of the neighborhood between Clinton Avenue and Avon Avenue and bound by Seymour Avenue and 13<sup>th</sup> Street was proposed as a historic district – that stated goal remains a focus for residents.

A parcel-level, property conditions survey conducted in Upper Clinton Hill in 2019 revealed that many of these homes are in need of at least some exterior repairs to address deferred maintenance. While surveyors did not review interiors of homes, during the planning process, residents spoke about common challenges with the neighborhood's older housing stock (i.e. drafty windows, balky furnaces and hot water heaters, and unkempt common areas).

This strategy envisions a comprehensive suite of supports for neighborhood residents:

- Creation of a Home Repair Program aimed at existing homeowners looking to address critical repairs, home health/life safety issues, and preserve equity
- Create other programs to help homeowners take action to preserve their homes, including teaching foreclosure prevention and home repair skills, support a tool lending library, etc.
- Promote the preservation of older, historic homes and blocks with historic characteristics by designating a historic district in Upper Clinton Hill and supporting the maintenance/restoration of historic properties
- Educate tenants and homeowners about code enforcement and property maintenance so they can be more proactive in getting their apartments maintained (tenants) and protect themselves from incurring expensive code violation citations (homeowners)

### *Strategy 1.4: Healthy, Quality Housing*

Some of the challenges related to older housing stock go beyond the deferred maintenance and interior upgrades proposed in Strategy 1.3. This strategy proposes a set of activities that are needed for the improved health and safety of residents. A 2019 analysis<sup>4</sup> conducted by Advocates for Children of New Jersey (ACNJ) revealed that Newark children ages 6 to 26 months are 2 times as likely as children statewide to experience elevated blood lead levels. Fortunately, the issue of lead service water lines in Newark, which made national headlines in 2016, is being dealt with through a partnership among local, county, and state government. Nevertheless, lead paint, asbestos, mold and other hazards continue to be a problem. Moving forward, making their home healthy and hazard-free should be a goal for every Upper Clinton Hill property owner. This strategy envisions a multi-pronged approach to addressing home health and safety issues. Activities will include property remediation, renter and homeowner education, and resident and stakeholder advocacy.

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<sup>4</sup> Chen, Peter. "2019: The Year to Tackle Newark's Lead Crisis." January 2019.  
[https://acnj.org/downloads/child\\_health\\_lead\\_petersblog\\_20190108.pdf](https://acnj.org/downloads/child_health_lead_petersblog_20190108.pdf)



- Educate homeowners, renters, and other stakeholders about home-health and safety hazards prevalent in the neighborhood
- Pursue a partnership with Newark Beth Israel Medical Center to engage community health outreach workers to identify at-risk households and conduct home health assessments
- Identify resources and address home-health and safety problems through lead paint and asbestos remediation, weatherization, and the installation of safety features such as porch lights, improved stairs and railings, etc.
- Advocate for property owners and municipal officials to address property maintenance, home-health, and safety hazards through targeted and consistent code enforcement

## Focus Area #2: Economic Development

Upper Clinton Hill residents benefit from numerous small businesses on the neighborhood's commercial corridors. Strengthening these businesses, improving the look, feel, and function of the corridors, and attracting new businesses to the corridors are all aims of this Plan. Moreover, this Plan seeks to assist residents with the skills and tools they need to compete for stable, good-paying jobs. The strategies included in this Plan are aimed at setting Upper Clinton Hill residents and businesses up for long-term success.

### *Strategy 2.1: Vibrant Commercial and Business Districts*

Upper Clinton Hill has several important commercial corridors within the neighborhood. Avon Avenue, Bergen Street, Clinton Avenue, and Hawthorne Avenue are home to a variety of businesses that serve the needs of neighborhood residents and the greater region. Most of the businesses along these corridors are locally owned and operated; very few of the neighborhood's businesses employ a significant number of people. According to Data Axle<sup>5</sup>, there are 180 businesses in Upper Clinton Hill, of which 162 employ less than 50 employees. Of these, 83.3% employ less than 10 employees and 59.3% employ less than 5 employees. During the planning process, residents, business owners, and other stakeholders pointed out that, while residents do shop at local establishments for basic necessities, and the business corridors are walkable and have a variety of retail and food options, the corridors are not as inviting as the neighborhood would like them to be. Further, many of these businesses rely on that local foot traffic to sustain themselves, and have suffered from a downturn in business as a result of COVID-10. Residents also noted that they have to travel outside of the neighborhood (and often the City) for various things, including banking services, to get gas for their cars, and for more significant purchases.

With the right supports, the neighborhood's business corridors can be made more attractive and appealing, current businesses can grow, provide more services and employ more local residents, and new businesses can be recruited to fill important service gaps identified by residents and stakeholders during the planning process. The South Ward SID is an important partner and implementer in this effort to support neighborhood businesses and improve the commercial corridors through business recruitment, corridor enhancement activities, and

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<sup>5</sup> Formerly known as ReferenceUSA, [Data Axle](#) provides databases of business records including information about number of employees, SIC code, business contacts, etc. The data used for this Plan was downloaded in November 2020.

business promotion. Together with the South Ward SID and other partners, CHCA envisions vibrant commercial corridors on Avon Avenue, Bergen Street, Clinton Avenue, and Hawthorne Avenue.

Through the activities described below, CHCA and the South Ward SID can support the corridors – and the businesses on them – to continue serving neighborhood residents while becoming more of a destination for the region.

- Organize and operate a program aimed at providing start-up capital to small businesses and entrepreneurs (e.g. revolving loan fund, start-up grants, etc.)
- Create aesthetically pleasing storefronts, sidewalks, and roadways for pedestrians, cyclists, and motorists by working with business owners to remove metal grates and other negative features; implement and sustain façade, beautification, and streetscape improvements along key corridors
- Support the cultivation and growth of businesses in the creative economy (artists and makers) by fostering a cluster of arts-related businesses near the Gant-Gilbert Arts Collective (i.e. pop-up market places for artisans, boutiques for jewelry designers, music venue/jazz café, etc.)
- Promote the neighborhood as a location for new business by targeting vacant commercial spaces for neighborhood needs (e.g. a bank, bakery/coffee shop, clothing stores, doctors' offices) along main commercial corridors and promoting underutilized industrial spaces for growing industries in the Green economy (Transportation & Warehousing and Manufacturing) along the neighborhood's periphery

#### *Strategy 2.2: Securing stable economic standing*

Household income in Upper Clinton Hill (\$30,264) is lower than that of the City of Newark as a whole (\$35,181) and about half of the median household income in Essex County (\$59,302). Further, the unemployment rate for neighborhood residents age 16 and over was 18.9% before the COVID-19 pandemic, and is most likely higher now. These issues are intertwined – many residents need a job, and all employed residents need good paying jobs in order to achieve a solid economic standing. In order for more residents to gain a sense of economic security, a concerted effort must be made to help them overcome barriers to good jobs by gaining access to targeted job training and education and other supports.

Residents and stakeholders spoke during the planning process about emerging industries and opportunities they see becoming available, especially with the improvements to Newark Liberty International Airport and Port Newark planned or underway. With the State of New Jersey's and the City of Newark's commitment to environmental sustainability and the "Green" economy, the industrial properties located along Lyons Avenue and Interstate 78 could form the basis of a "Green Jobs" corridor as proposed in Newark's most recent Master Plan. Finance, Information, and Technology are also sectors that continue to add jobs in Newark but are currently unattainable for many Upper Clinton Hill residents due to a variety of educational and professional network barriers. This Plan aims to bridge that gap and seize those opportunities. The activities outlined below will help put residents on stable economic footing and increase their financial security.



- Identify/create job training and re-training programs aimed at teens (16-18), young adults (18-25), and older adults (40+) for in-demand jobs by partnering with local educational facilities and unions
- Provide financial literacy courses and other financial education programs to help residents become more economically self-sufficient and able to save or borrow money for life events (e.g. higher education, car or home purchase, starting and raising a family, etc.)
- Position Upper Clinton Hill as the home of a “Green Jobs” corridor to take advantage of new investments in clean energy and infrastructure at the nearby Newark Liberty International Airport and Port Newark

### Focus Area #3: Environmental Justice, Green Spaces, & Sustainability

Green space is at a premium in Upper Clinton Hill. Increasing the presence of and access to green spaces and treatments is a focus of the next 10 years in the neighborhood. By working to reach this end, Upper Clinton Hill will position itself as one of the healthiest and greenest places in the City of Newark.

#### *Strategy 3.1: Make Upper Clinton Hill a “Green” Community*

With only three significant green spaces – Mildred Helms Park, Homestead Park, and Herpers Park – residents expressed a desire for additional green space within the neighborhood.

Resident focus groups identified going beyond that standard and having more green space available for recreating and congregating. A recommendation of the 2019 Property Conditions Report identified converting some of the neighborhood’s many vacant lots into pocket parks, community gardens, and gathering spaces to help ensure that residents have the ready access to parks and open space they desire.

Further, during the 2019 parcel survey of the neighborhood, surveyors catalogued existing street trees and tree pits. Surveyors remarked how barren most blocks felt due to the lack of a tree canopy on neighborhood streets. The Steering Committee agreed that increasing street tree coverage and providing residents with more access to green space, as well as activating that space, are priority activities for this strategy.

- Ensure all residents have access to safe Green Spaces within a 5-minute walk of home by developing and supporting a network of “Culture Spots”, community gardens, and pocket parks throughout the neighborhood
- Enhance the amenities and programs available at Mildred Helms Park and other neighborhood green spaces
- Develop a partnership with the City of Newark and other organizations to plant and maintain trees on residential blocks throughout the neighborhood

#### *Strategy 3.2: Enhance Sustainability Measures*

Stakeholders outlined activities and programs they would like to see implemented in Upper Clinton Hill to ensure all property owners and residents are caring for the environment. These stakeholders are active in the movement to ensure clean water and air is available for everyone. The South Ward Environmental Association (SWEA) – a group of environmentally conscious residents – has formed and is already undertaking some of this work. Through a combination of education, advocacy, and pilot initiatives, Upper Clinton Hill can become a model neighborhood for sustainability.

The activities outlined below will position the neighborhood for a more sustainable and environmentally friendly future:

- Educate residents about sustainability topics such as ways to combat localized flooding, augment green infrastructure, and create healthy soil
- Advocate for policies and programs to be implemented (e.g. anti-idling enforcement, truck weight restrictions, anti-dumping ordinances/fines, etc.) in Upper Clinton Hill that encourage property owners, businesses, and other stakeholders to address the environmental impact of air, water, and soil pollution
- Introduce pilot programs and activities that incentivize residents to utilize more environmentally friendly products and services (e.g. “green” cleaning products, solar power, etc.)

#### Focus Area #4: Creative Placemaking (The Arts & Creativity)

Upper Clinton Hill has a rich history of fostering artists, poets, and other creatives. This rich history is a point of pride for neighborhood residents and a strength to build on for the planned revitalization of Upper Clinton Hill. Over the next decade, artists of all ages will be cultivated, a variety of programming will be made available, and the creativity of Upper Clinton Hill residents will be celebrated and promoted for all to see.

##### *Strategy 4.1: Celebrate the Arts & Catalyze Resident Creativity*

Over the past decade, several public art installations have gone up on the neighborhood’s commercial corridors – Clinton Avenue is home to at least four prominent murals. More recently, local arts organizations have produced ‘pop-up’ theatrical performances, poetry readings, and musical performances at public spaces throughout Upper Clinton Hill. The new Gant-Gilbert Arts Collective will serve as a hub for the neighborhood’s artists –co-op artist housing, performance and events spaces, and artist workshops will be located on site. During community meetings, residents spoke of wanting to see more visual and performing arts in formal and informal settings throughout the neighborhood.

The following activities were proposed to help realize this goal. Steering Committee members recognize it will require a concerted effort to tap into new partners and arts-related resources to help implement these goals.

- Hold annual arts programs and showcases to highlight the creativity of neighborhood residents
- Provide quality, affordable arts programming for neighborhood youth and seniors in partnership with local schools and institutions
- Support resident-led public arts initiatives throughout Upper Clinton Hill – murals, theatre, poetry, music, dance, etc.
- Establish and sustain affordable, creative spaces throughout Upper Clinton Hill (such as the Gant-Gilbert Arts Collective) for neighborhood artists, makers, and creatives

#### Focus Area #5: Resident Empowerment & Community Building

Clinton Hill Community Action was created to promote Upper Clinton Hill as a “neighborhood of choice”. Attaining that goal requires resident leadership and a shared vision for the community. Through community organizing, empowered resident leaders will lead advocacy efforts to propel the neighborhood toward that shared vision. The strategies and activities included in this focus

area will cultivate resident leadership and strengthen Upper Clinton Hill's identity as a "neighborhood of choice".

#### *Strategy 5.1: Empower Upper Clinton Hill residents*

Over the past few years, CHCA, Greater Newark LISC, and other partners have been working to develop block-level community leaders to support and/or lead efforts to transform neighborhood parks, schools, and vacant and abandoned properties. Resident leaders have also been actively involved in discussions about community safety and the environment. Throughout the planning process, residents made clear that they expect to be at the table when big decisions are being made concerning Upper Clinton Hill. Meanwhile, while CHCA, Greater Newark LISC, and other neighborhood partners have made significant progress in engaging residents, there are still many voices that are not being heard.

This strategy proposes doubling-down on the efforts already in place – block clubs, Resident Leadership Academy, community roundtables – and putting particular emphasis on engaging groups that have not been involved to date (i.e. seniors and youth). The activities outlined below will position Upper Clinton Hill as the home of some of the most engaged and empowered residents in all of Newark:

- Grow community organizing by supporting the establishment, expansion/growth, and administration of neighborhood Block Clubs and other civic improvement entities that will help to realize the goals of this Plan
- Cultivate resident leaders by providing training and empower them to take ownership of issue-based advocacy campaigns, neighborhood programs, and other neighborhood-wide and city-wide efforts
- Continue building strong relationships with municipal officials, the Newark Police Department, and other partners responsible for the upkeep of properties and overall community safety
- Provide venues and spaces for youth and senior leadership in the community by establishing a "Youth Council" and a "Council of Elders" to advise on and support neighborhood-wide programming

#### *Strategy 5.2: Strengthen the identity of Upper Clinton Hill*

As residents become more empowered and there is a greater sense of ownership over the future, a parallel way to build on this work is to help define a common neighborhood identity and brand based on the characteristics that residents most value about the community, and then work to get it out through various channels. There is much to celebrate, both in the community's history and in what it is today. This includes significant historical and cultural events, many marked by historic buildings remaining in the neighborhood, as well as the forthcoming Gant-Gilbert Arts Collective and the Hawthorne Avenue Farm.

While residents strongly identify as being from Upper Clinton Hill, a well thought out branding message delineating what makes the neighborhood special as a community within the City of Newark could be critical to gaining additional buy-in to the revitalization process, both by residents and stakeholders, and by other potential supporters. CHCA and its partners should work with resident leaders to identify these special elements, weave them into a coherent story, and then develop ways to promote them through communications to residents and investors, as part of a commercial corridor revitalization effort, and through other means.

Lastly, communicating the goings-on in the neighborhood continues to be a challenge with the pandemic highlighting gaps in the existing channels. Local residents already produce a hyper-local newsletter – this effort should be supported and expanded.

The activities below will help realize this plan’s strategy to strengthen the identity of Upper Clinton Hill.

- Work with residents and stakeholders to explore what they most value and turn it into a branding message for the neighborhood
- Develop corresponding gateway and other signage, banners, and other neighborhood branded materials to display on key corridors, use at signature neighborhood events and incorporate into inter-neighborhood communications
- Foster hyper-local news and communication channels that serve and connect the neighborhood’s diverse population
- Celebrate the neighborhood’s history through oral history projects, honoring prominent residents, and protecting historic and significant neighborhood sites

### **Focus Area #6: Education, Wellness, and Social Services**

Overall, the goal of this plan is for residents and the neighborhood to be better positioned for success 10 years from now than they are today. Improving educational attainment, community health and wellness, and the social services available to residents is a priority in Upper Clinton Hill. This Plan envisions continued investment in early childhood, K-8, secondary school, college readiness, and community education for adults. Further, this Plan seeks to address the physical, social, and mental health of residents through a combination of strategies and in partnership with area health care providers and social service agencies.

#### ***Strategy 6.1: Support high quality educational facilities and programs in Upper Clinton Hill***

Educating the next generation of Upper Clinton Hill residents is a task the whole community bears responsibility for. As such, CHCA and its partners are committed to advocating for high-quality educational facilities and the development of programs and activities that stimulate learning for children, adults, and seniors. Throughout the planning process, residents talked about the need to provide programming for neighborhood youth after school and during summer breaks. CHCA and its partners are committed to supporting or providing high quality programming that exposes youth to the arts, incorporates physical fitness, and supports overall mental health. Educating them on, and preparing them to make good post-secondary choice for themselves is another important area of focus.

In the mid 2000’s, Upper Clinton Hill residents experienced the trauma of a broken promise by the State of New Jersey to construct a new school on Hawthorne Avenue. After tearing down an intact section of the neighborhood to build the school, the project stalled, and the vacant site became home to the Hawthorne Avenue Farm in 2012. The physical and emotional scars from that debacle still resonate for many residents, while the poor conditions at existing school buildings remain a top concern for neighborhood parents. Additionally, the rehabilitation of the historic Clinton Branch Library building on Bergen Street has been called out as a neighborhood priority since at least 2012. These spaces provide safe-havens for children, gathering spaces for the community, and serve as important access points to computers, the internet, and other resources families in Upper Clinton Hill need.

The activities proposed by the residents of Upper Clinton Hill include:

- Advocate for construction to finally be undertaken and completed on a new Newark public school facility in Upper Clinton Hill; ensure all other school facilities are in a state of good repair
- Ensure every child (0-5) has access to affordable, quality childcare and early education
- Work with the City and the Public Library System to rehabilitate and upgrade the Clinton Branch Library to provide the community with a modern space that provides access to quality services and programming
- Provide enrichment activities to elementary, middle, and high school students to expose them to different career paths and hobbies, and support them in finishing high school and pursuing a post-secondary education

*Strategy 6.2: Become the healthiest neighborhood in Newark*

This bold statement serves as an appropriate coda to this bold plan for the future of Upper Clinton Hill. Taken together, the strategies proposed in this Plan all address “health” through the framework of the social determinants of health. In partnership with local health care institutions and social service providers, CHCA is committed to supporting physical, mental, social, and emotional health of community residents.

Programs and activities to promote a healthy lifestyle will take a variety of forms; however, the goal of having a walkable neighborhood is something that came up continuously during resident engagement sessions. While there are several portions of the neighborhood with high (>70) Walk-Scores, overall, the Walk-Score – a measure of how easy, safe, and accessible a place is for pedestrians – of the neighborhood is 60.5 compared to 79 for the City of Newark. More can be done to make the neighborhood safe and easy for residents to get around.

Last but not least, the COVID-19 pandemic exposed glaring holes in the social safety-net that supports low-income residents who are food insecure. CHCA and their partners have been on the front lines of the neighborhood’s COVID-19 response and anticipate that work continuing. CHCA will use the lessons learned from this process to begin addressing systemic health issues. One such issue, food insecurity, spawned a network of food pantries during the pandemic that will continue into the future. Addressing food insecurity will require a comprehensive approach to meet the daily needs of residents while working to eliminate systemic barriers to food access.

These proposed activities will help Upper Clinton Hill become the healthiest neighborhood in Newark:

- In partnership with Beth Israel Hospital, community health workers, and other institutions, provide programs, activities, and other proactive community health efforts related to topics such as: healthy cooking, active lifestyles, and mental health
- Foster social cohesion through the reactivation of community centers and other “third spaces” where members of the community can interact in informal settings and participate in workshops and events
- Establish safe, well-lit walking and cycling routes throughout the neighborhood

- Promote food security by encouraging neighborhood grocers and bodegas to incorporate fresh produce and “green” cleaning products into their inventory, organizing and launching a Food Distribution Hub, and a supporting a network of pantries for residents in-need

### C. NRTC Investment as a Catalyst

The focus areas, strategies, and activities proposed in the Upper Clinton Hill Neighborhood Plan are at the same time practical and ambitious. The City of Newark continuously evolves and the people of Upper Clinton Hill have chosen to be engaged as their neighborhood changes. At its core, this Plan is about building on the neighborhood’s strengths and the hard work of the many non-profit partner organizations on whose shoulders Clinton Hill Community Action now stands as the lead entity for this Plan.

In partnership with a host of organizations, CHCA will lead the implementation of this Plan, both to fulfill residents’ hopes and dreams, and to keep the promises that have been broken in the past. Greater Newark LISC will build on their highly successful Newark Resident Leadership Academy (NRLA) and the work of the Thriving Neighborhood Initiative in establishing and empowering Block Clubs. Community Asset Preservation Corporation (CAPC) will continue its work acquiring, renovating, and providing homeownership and quality rental housing in Upper Clinton Hill. The South Ward SID will double-down on its work with neighborhood businesses and usher in a new era of investment along the neighborhood’s corridors.

The neighborhood’s existing assets will serve as the foundation for additional neighborhood investment. Physical assets such as Mildred Helms Park, neighborhood schools and places of worship, and the commercial corridors are and will continue to be focal points during the implementation of this Plan. Newer assets such as the Gant-Gilbert Arts Collective and the City’s Police & Fire Training Center will bring new energy into the neighborhood and are proof that Upper Clinton Hill is on a positive trajectory. Assets that did not make the list but are nonetheless important to the neighborhood’s future include the dozens of engaged, passionate, and entrepreneurial residents – youth, parents, and seniors – who played a part in the development of this Plan. They will be the reason that Upper Clinton Hill attracts additional investment and realizes its vision to become a neighborhood of choice, filled with safe, walkable, tree-lined streets and historic homes, thriving commercial corridors, and vibrant arts and cultural activities.

## FORM NP-3: PROJECTED STRATEGIES, ACTIVITIES & OUTCOMES

In development.

## FORM NP-4: PROJECTED ACTIVITIES BUDGET & TIMETABLE

In development.



## Section 8. Participatory Planning Requirements

### Planning Process

The planning process for the Upper Clinton Hill Neighborhood Plan can be traced back to the development of the South Ward Promise Neighborhood application and the Greater Newark LISC-led Thriving Neighborhoods Initiative which both occurred in 2017. Out of the Thriving Neighborhood Initiative, the Clinton Hill Coalition – a collaborative body of South Ward-serving non-profit organizations – determined that a dedicated organization was needed in order to serve as the lead entity for neighborhood revitalization work. Clinton Hill Community Action (CHCA), was conceived in 2019 and was selected as the lead organization of the neighborhood revitalization effort in Spring, 2020. CHCA submitted a neighborhood planning grant application with the New Jersey Department of Community Affairs (DCA) in June 2020 and began the work of identifying a planning consultant and assembling a team of dedicated resident leaders and community stakeholders to shape the Plan.

CHCA selected New Jersey Community Capital's (NJCC) Community Strategies team to serve as the planning consultant for the Upper Clinton Hill Neighborhood Plan in September 2020. Giancarlo Di Lonardo, Community Strategies Coordinator, served as project manager and was assisted by Haleigh Schmidhamer, Community Strategies Fellow. Their colleagues Diane Sterner, Director of Community Strategies, and Jason Rowe, Sr. Community Strategies Consultant, provided additional input and support throughout the process. In addition to the team from NJCC, the Planning Team consisted of staff from CHCA (Khaatim Sherrer El, Rhenotha Whitaker, Kisha Ingraham, and Marcellis Counts) and Greater Newark LISC (Milan Sledge). This Planning Team met regularly throughout the planning process to develop meeting agendas, activities, and shape the Plan's content.

In January 2021, the Planning Team began collaborating with the City of Newark's Planning Director, Christopher A. Watson, Ph.D., who was leading the development of the City's new Master Plan. Joint discussion on the topics of Housing and Economic Development occurred in March and April, 2021. While the Master Plan process continued beyond the timeframe where this Plan took shape, the engagement, strategies/recommendations, and data underpinning both documents were aligned through a concerted effort.

### Methods of Engagement

Due to the ongoing COVID-19 pandemic, all of the engagement for the development of the Upper Clinton Hill Neighborhood Plan was conducted online. The Planning Team, Steering Committee, and the various Community and Focus Group meetings all occurred using Zoom or GoogleMeet. While there was, and remains, concern about access to technology to participate in these types of meetings, the Planning Team made every effort to conduct meetings and activities such that residents and stakeholders could participate by phone as well.

Engagement for this plan also took place via paper and online surveys. CHCA benefitted from additional survey data collected and compiled by the South Ward Childrens' Alliance and Rutgers University's Cornwall Center. This data helped to shape the strategies found in Section 7 as well as the prioritization of these strategies in Form NP-4.

Together, the Upper Clinton Hill Neighborhood Plan engaged more than 350 residents and stakeholders through community meetings, focus groups, and 1-1 discussions and an additional Y residents and stakeholders through the aforementioned surveys. CHCA's organizing staff reached residents, property owners, and stakeholders through a variety of means including flyers, social media posts, and 1-1 text messages, phone calls, and in-person solicitations. Greater Newark LISC's work developing a network of Block Clubs and resident leaders was also invaluable as the plan reflects contributions from nearly every one of the 119 blocks in Upper Clinton Hill.

**CLINTON HILL COMMUNITY**  
**A.C.T.I.O.N.**  
Advancing Community Action to Our Neighborhood

## What's your vision for the Clinton Hill neighborhood?

For the first time since 2006, a new comprehensive neighborhood plan is being developed to move Clinton Hill forward. This plan will set goals for education, economic development, employment, public safety, affordable housing, green space and more.

**Get involved. Join the planning committee.**  
**Fill out a survey. Host a virtual block porch party.**

**Go to [clintonhillaction.org/neighborhoodplan](http://clintonhillaction.org/neighborhoodplan) for more!**

**Neighborhood Planning Committee**

SOUTH  
BRITAIN  
RESIDENTS NEIGHBORHOOD  
ACTION RDC CLINTON HILL SWIRL Northwest  
Seattle Council CITY OF SEATTLE REDFARM NCS GREEN  
MOUNTAIN

***If we work together. . .***

Clinton Hill will be a neighborhood of choice, filled with safe, walkable tree lined streets and historic homes, thriving commercial corridors, and vibrant arts and cultural activities.

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**AFFORDABLE HOUSING**

Increasing affordable housing, improving housing quality and cleaning up blighted properties

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**EDUCATION & SOCIAL SERVICES**

Improving our schools and helping residents access needed social service supports

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**RESIDENT ENGAGEMENT & COMMUNITY BUILDING**

Getting more residents involved and taking action to improve the neighborhood

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**PARKS & GREEN SPACES**

Activating our parks and transforming vacant lots into community gardens and pocket parks

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**ENVIRONMENTAL JUSTICE**

Ensuring everyone has clean water and lead free homes and stopping our streets from flooding

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September - October	November - March	April - May	May
Review existing plans	Host community meetings	Engage Residents to set Goals and an Action Plan for the Neighborhood	Share neighborhood plan with residents

Join the conversation on the first Saturday of every month at the **Concerned Citizens of Clinton Hill Meeting!**

Visit [clintonhillaction.org](http://clintonhillaction.org) for more details or call us at 201-228-0757



South Ward Childrens' Alliance

Lindsey May  
Community Asset Preservation Corporation

Kim Cook  
Newark Beth Israel Hospital

Craig Drinkard  
Victoria Foundation

Barbara Reisman  
Maher Charitable Foundation

Ameer Washington  
Boys & Girls Club of Newark

Carla Robinson  
United Parks as One

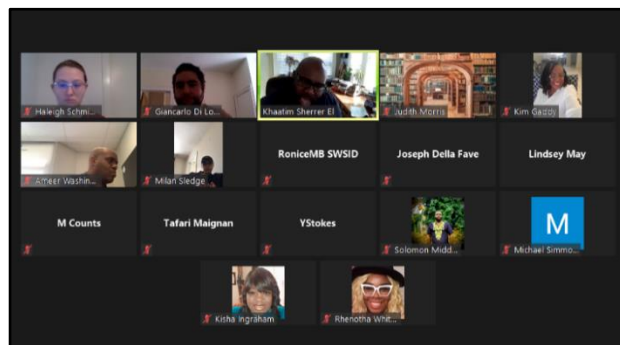
City of Newark Office of  
Sustainability  
Dr. Michael Simmons  
Rutgers University Cornwall Center

Judith Thompson Morris  
Greater Newark LISC

Ronice Bruce  
South Ward SID

Gregory Good  
Newark Housing Authority

Joe Della Fave  
Ironbound Community Corporation  
(Ret.)



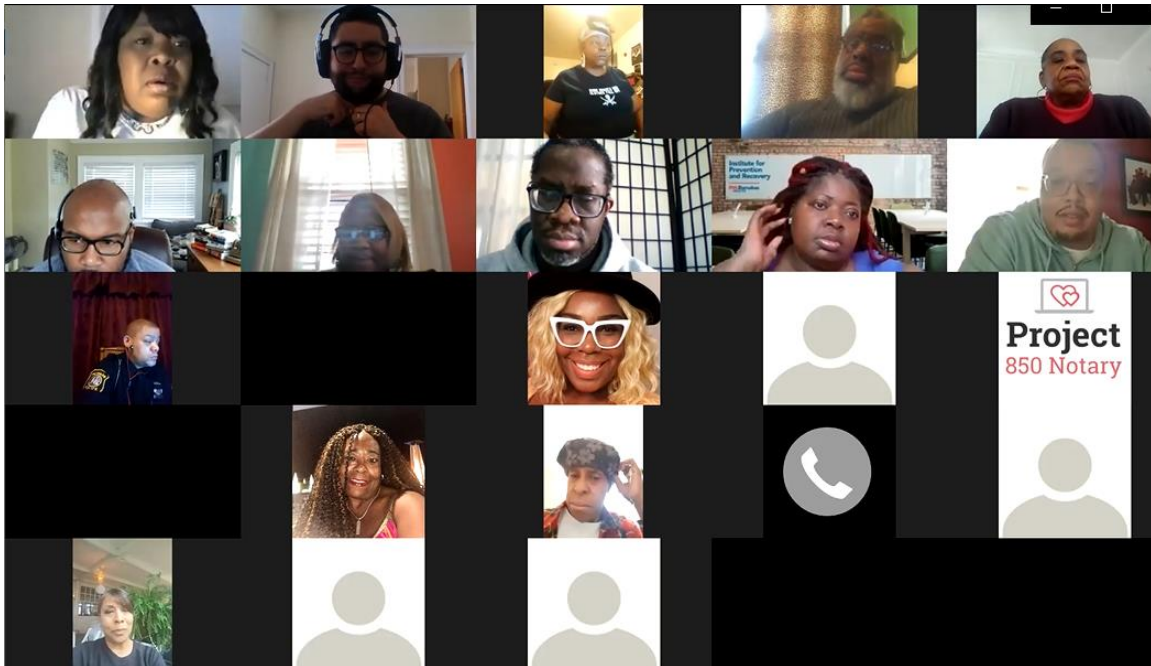
### Data Overview

- **Jobs/Income**
  - Median household income: \$30,264 (City of Newark: \$35,181, Essex County: \$59,302)
  - 61.8% of residents work in one of five industries (Health Care, Transportation/Warehousing, Retail Trade, Admin/Waste Management, and Food Services)
  - Only 127 jobs in Upper Clinton Hill - 75.8% are in: Education, Food Services, Health Care, and Transportation/Warehousing
  - 99 UCH residents work in the Arts/O jobs in Arts in the Neighborhood
- **Health**
  - 12.8% of Adults have been diagnosed with diabetes; 26.9% of adults have been diagnosed with high cholesterol; 38.6% of adults have been diagnosed with high blood pressure
  - 37.8% of adults reported being physically inactive in the past 30 days; 23.6% of adults have less than one serving of fruits/vegetables per day

## Community Forums

The Upper Clinton Hill Neighborhood Plan's engagement strategy benefitted from a robust, regular community meeting series organized under the auspices of Concerned Citizens of Clinton Hill that meets the first Saturday of every month. Facilitated by CHCA's Community Organizer, Kisha Ingraham, with support from Milan Sledge from Greater Newark LISC, this neighborhood meeting brings together neighborhood residents, stakeholders from the non-profit and business community in the neighborhood, as well as municipal officials such as South Ward Councilman John Sharpe James and Cpt. Rasheen Peppers from the City's 5<sup>th</sup> Precinct.





Between October 2020 and April 2021, the Planning Team guided this group of residents and stakeholders through a variety of discussions and charrettes to better understand the neighborhood's perceived strengths and weaknesses. One such activity asked residents to share a word that comes to mind when they thought of Upper Clinton Hill (**Image 1**). Residents wrestled with a long history of broken promises, failed redevelopments, and the wave of investment currently taking place throughout the City of Newark. When asked what headline concerning the neighborhood that residents wanted to see in a future issue of the *Star Ledger*, the responses painted a positive picture of the future (**Image 2**).



*Image 1: Responses to the question, "What is one word to describe the Upper Clinton Hill Neighborhood?"*

## Upper Clinton Hill News

"Upper Clinton Hill: Still Impacting the Lives of Many"

"Upper Clinton Hill, Newark's New Age Arts Epicenter: A Renaissance Neighborhood Revived and Alive!"

"Thousands of Residents Celebrate at Clinton Hill Community Pride Festival"

"Clinton Hill Neighborhood Named Most Enjoyable Area of Newark to Take a Walk"

"Upper Clinton Hill Transformed for its Long-Term Residents"

*Image 2: Responses to the question, "What is the headline for a story about the neighborhood in 10 years?"*

Residents and stakeholders re-affirmed many of the strategies and recommendations from past plans for Upper Clinton Hill with a renewed commitment to fostering a collaborative implementation strategy led by CHCA during the final Community Meeting on April 29, 2021. Following this Community Meeting, CHCA made the Upper Clinton Hill Neighborhood Plan available to the public on its website and submitted it to the City of Newark for a 30-day review. As this plan is implemented, CHCA, their partners, and residents agreed that transparency and accountability will be paramount to ensure all groups are working toward the vision of Upper Clinton Hill espoused in this Plan.

### Focus Groups

Several existing organizations and interest groups regularly meet to discuss issues affecting Upper Clinton Hill. In addition to Concerned Citizens of Clinton Hill (general neighborhood topics), there are discussions around public safety led by Newark Community Street Team, the condition of parks led by the Mildred Helms Resurrection Committee and United Parks as One, as well as the business community led by the South Ward SID. The Planning Team attended multiple discussions led by these groups to understand their ongoing challenges, the efforts they are currently undertaking, and those that they plan to move forward in the future. The strategies in this Plan reflect the outcomes of those meetings.

Additionally, several targeted populations and topics warranted their own meeting. In April 2021, the Planning Team met with neighborhood students who attend the Boys & Girls Club of Newark and who represent some of the neighborhood's schools (Avon Avenue Elementary School, Brick Academy, and University High School). The non-profit community is well-represented on the Steering Committee for this Plan; however, a separate meeting was convened with these partners in April 2021 to discuss implementing the proposed strategies of this plan, the challenges and opportunities partners anticipate over the next decade, and how resources can be used to achieve this vision.



## Partner and 1-1 Meetings

In order to mitigate the impact of the COVID-19 pandemic and have deliberate discussions with key stakeholders working in and around Upper Clinton Hill, the Planning Team conducted individual interviews with representatives from partner organizations, municipal officials, and key resident leaders on a variety of topics. These discussions, which took place between February and April 2021, provided additional insight and context around previous neighborhood plans, proposed development and programmatic efforts, as well as long-term strategic goals from their unique perspective.

## Section 9. Attachments