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## **Appendix VIII: Strategies and Timelines**

**DAYTON STREET TRANSFORMATION PLAN  
STRATEGIES AND ANTICIPATED TIMELINE**

Draft 4/3/2014

Strategies	Component Overlap	Partners	Key Needs	Outcomes	Metrics
<b>EARLY START INITIATIVES - UNDERWAY OR IN THE PIPELINE</b>					
<b>HOUSING Goal Area #4: INFILL, SCATTERED SITE &amp; EXISTING HOUSING</b>					
Acquire and redevelop blighted, vacant and abandoned properties in order to stabilize the neighborhood:	Neighborhood	M&M, City of Newark, NJ Department of Community Affairs	22% of the Dayton Street community is currently vacant land or buildings (more than twice that of the surrounding county).  The residential community suffers from proximity of scrap yards and industrial uses that negatively impact quality of life.	Vacant land / buildings and targeted industrial uses replaced with new housing	# of off-site and infill sites acquired  # of off site/infill sites developed and repositioned as rental or for-sale housing and/or other productive uses (community garden, play areas, etc.)  # of new homes developed off of the Seth Boyden site / % decrease in vacant land and buildings
<b>NEIGHBORHOOD Goal Area #1: IMPROVE PUBLIC SAFETY</b>					
Demolish Seth Boyden Terrace	Housing	Developer, NHA	An 15 acre vacant site with 12 large vacant structures bisects the neighborhood. With no resident "eyes on the street" and an antiquated street network, the site is difficult to police and susceptible to criminal activity.	The site is cleared, helping to set the stage for change and improve public perception.	# buildings demolished  # acres cleared
Foster community ownership of the solution through communication & organizing	People / Community Organizing	LISC	Residents have strongly expressed their concerns regarding crime and drug dealing in the community. Further organizing and community action is necessary to create a true partnership with local Police and the NHA to address the issues.	Community led and organized improvements to address crime as well as strengthened sense of "power in numbers" as residents build collective resistance to criminal behavior.	# of residents volunteering at community events and improvements / % change in crime
Improve community relations with police and cooperate on community policing initiative	People / Community Organizing	Residents, NPD, LISC	There is no active community policing in Dayton Street or regular meetings with beat officers.	Formation of a community public safety committee that meets regularly with police and organizes block watch activities.	# of block captains / # of block watch members
<b>NEIGHBORHOOD Goal #3: QUALITY OF LIFE</b>					
Apply for an EPA Brownfields Grant to further investigate off-site environmental issues		NHA	The history of industrial uses in the area indicates there may be contamination in the soil and water supply. More information is needed to target clean-up efforts.	EPA study identifying the sources and locations of contaminated land.	completed study

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STRATEGIES AND ANTICIPATED TIMELINE**

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<b>PEOPLE Goal Area #1: RE-ENGAGEMENT AND ATTACHMENT TO PROGRAMS AND SERVICES</b>					
Establish a one-stop like facility in the neighborhood to serve as a community hub.	Neighborhood, Housing	United Way, WIB, Essex County College, Newark Beth Israel, Innovative Educational Partners, Newark NOW, NHA	Very limited neighborhood-based institutions currently exist to support Dayton Street residents	The new Training, Recreation and Education Center acts as anchor institution to engage and serve Seth Boyden and Dayton Street residents of all ages and abilities	#/% of residents who participated in a TREC service by target population
Employ a community-based organizer/engagement specialist to engage neighborhood residents around key neighborhood issues for greater advocacy and capacity building.	Neighborhood/Community Organizing	LISC, NHA	Utilization of services is very limited; many survey respondents (44%) said they do not know about the services that are available	Active partnerships with greater Newark providers ensure comprehensive services are utilized by families, seniors and the disabled from Seth Boyden and Dayton Street	#/% of residents utilizing a local service
			Dayton Street residents are isolated from the broader community due to location and limited transportation	Former Seth Boyden and Dayton Street residents including families, seniors and the disabled, regularly access Dayton Street and greater Newark services and resources	# of organizations partnering with the community organizer
					Attendance and satisfaction rating of neighborhood events
					#/% of residents that report access to and use of Dayton Street/Newark resources
# of residents completing leadership training					
<b>PEOPLE Goal Area #5: EDUCATION AND YOUTH</b>					
Encourage college attendance through counseling, college preparedness, and financial supports.		City of Newark Department of Economic and Housing Development, NJ IT, Essex County College, Pathways to College, NHA	Educational attainment among neighborhood residents is low, with only 5.5% Dayton St. residents having a Bachelor's degree.	Improved matriculation into 2- or 4-year colleges or in-demand certification programs	#/% of high school seniors who take the SAT
			A large majority (80% or more) of students at the K-8 schools where most neighborhood children attend demonstrate poor college readiness in reading and math by the 8th grade.		#/% of high school seniors who apply to 2 or 4-year colleges
			Matriculation into 2 or 4 year colleges is low (43%) at the high schools where most neighborhood children attend.		#/% of high school seniors who are accepted to 2- or 4-year colleges
					#/% of high school seniors who enroll in 2- or 4-year colleges
#/% of high school seniors who graduate from 2- or 4-year colleges					

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<b>NEAR TERM - 1-2 YEARS</b>					
<b>HOUSING Goal Area #4: INFILL, SCATTERED SITE &amp; EXISTING HOUSING</b>					
Designate Senior-Only Properties and Improve Security at NHA High-Rise Buildings	Neighborhood	NHA	Seniors (15% of Dayton Street residents) have expressed concerns about their housing conditions in focus groups and public meetings.	Designated senior-only buildings	# senior-only units
Connect residents to resources for weatherization & façade improvements	Neighborhood	Developer, La Casa de Don Pedro, LISC, NJ Department of Community Affairs	The land use and building condition survey revealed that many homes in the community are in need of exterior improvements. Due to low-income levels, it is very difficult for residents to make these improvements.	Residents access revolving loan fund to improved building facades	# of homes receiving assistance / total dollar amount of loans approved
			The age of local structures and deferred maintenance have exposed homes and businesses to weather conditions resulting in higher utility bills.	Established weatherization program decreases utility costs for residents and businesses	total dollar amount granted for weatherization improvements # of homes and businesses improved
<b>NEIGHBORHOOD Goal Area #1: IMPROVE PUBLIC SAFETY</b>					
Up-light the NHA high-rises		NHA	The existing NHA high-rises in the Dayton Street community are highly visible and cast an intimidating and unwelcoming environment for Dayton Street residents and those entering the City of Newark. Residents also cite crime as a problem in the vicinity of some towers.	Lighting the high-rises will help improve the image of the community and further deter criminal activity in the evenings.	# of facades up-lit
<b>NEIGHBORHOOD Goal Area #2: ECONOMIC DEVELOPMENT</b>					
Create a neighborhood CDFI to finance façade improvements & weatherization projects	People		Residents have very low income levels and need access to financing to help them upgrade their homes.	Established source of financing to support improvements to existing structures.	amount loaned for local improvements
<b>NEIGHBORHOOD Goal #3: QUALITY OF LIFE</b>					
Beautify the industrial wall along Frelinghuysen			Existing industrial properties along Frelinghuysen presents an unwelcoming image to the community and city.	Improved facades and public art transform an eyesore into a unique asset.	# of improved facades
Increase code enforcement along Frelinghuysen		City, businesses, EPA	Many existing structures are in poor condition, present a poor image for the community and present health hazards. Responsible property ownership is needed.	Businesses clean up their operations & their image.	% increase in the # of citations / increase in fines
Introduce healthy food options at bodegas and/or a new farmers' market		Nourishing Newark Farmers' Markets	Residents have extremely limited access to healthy, fresh food at affordable prices.	Healthy food options available locally.	new farmers market / # of bodegas offering healthy food options
Establish daily activity goals for all age groups & encourage neighbors to take advantage of the walkable, bikeable neighborhood & park access	People / Community Organizing	Weequahic Park Sports Authority, LISC	Many residents lack exercise and need encouragement to change their existing habits.	New community health programs that encourage walking, bicycling and running.	decreased levels of obesity and heart disease / # of residents participating
Host community events on a regular basis	People / Community Organizing	LISC	There are very few community events that help to build community spirit and pride.	People will feel safe because they are with neighbors, and as a group will feel empowered as participants in positive change.	# of community events annually

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Cultivate institutional involvement		Neighborhood churches	The churches are untapped resources to help bring community members together.	Churches are more connected to the surrounding community.	# of co-sponsored church and community activities
<b>NEIGHBORHOOD Goal Area #4: CAPITAL IMPROVEMENTS &amp; INFRASTRUCTURE</b>					
Reduce traffic impacts by redesigning Frelinghuysen		NJDOT, Port Authority, Together North Jersey	Frelinghuysen carries 16,000 cars per day and includes heavy truck traffic. The size of the road encourages speeding which is a major safety hazard for residents crossing the streets to access the bus.	A safer, more welcoming and walkable Frelinghuysen.	Reduced speeding and traffic / SF of landscaped area reclaimed from roadway
Introduce traffic calming measures on Dayton Street		City	Dayton Street is wide and encourages cars to speed through the neighborhood. This has resulted in recent pedestrian fatalities.	A redesigned Dayton Street that allows safe crossings between the community and Weequahic Park.	reduced pedestrian injuries and fatalities / # traffic calming measures introduced
Install through-traffic deterrents along side streets (Foster Street)		City	Current traffic patterns encourage cars to cut through residential streets bringing concerns about traffic and crime.	Less through traffic and better community control of residential streets.	reduced cut through traffic / decreased crime / # speed bumps installed
Ensure that transit is accessible to elderly and disabled residents			The community's elderly and disabled residents have great difficulty accessing the bus along Frelinghuysen. Buses are also not handicap accessible.	Handicap accessible buses available along Frelinghuysen and expanded use of existing elderly shuttles.	increased ridership of elderly residents / increased trips of elderly shuttles
Improve pedestrian access to Weequahic Park			Weequahic Park has only one entrance from the community at Foster Street. Dayton Street is a difficult and unsafe street to cross to access the park.	Safe access to Weequahic Park and a stronger link between the community and the Park.	new pedestrian plaza / increased pedestrian traffic to the park
Upgrade storm drains & clean them regularly			Clogged storm drains exacerbate local flooding and collect trash in the street.	Well managed storm drains, reduced trash on the streets and improved water flow.	reduced flooding complaints and calls for service
Work with neighbors to do their part to protect and preserve the environment			Flooding and health concerns cannot be solved by infrastructure changes alone. Residents need to be a part of the solution.	Resident-driven efforts to recycle and capture rainwater at their homes.	Increased recycling / decreased trash / # of rain barrels distributed
<b>PEOPLE Goal Area #2: EMPLOYMENT AND WORK</b>					
Develop targeted sector-based workforce training (hard and soft skills) to prepare residents for employment in regional growth industries.		WIB	Very low employment rates. Only 33% of Seth households include a wage earner; only 29% of Dayton Street residents aged 16+ are employed compared to 52% in the City and 58% in the State	Work-eligible residents are employed and earn a living wage	Average earned income of work-eligible households
					Median household income

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Address low literacy with basic education, GED and contextualized literacy programs.		WIB, Essex County College	Low educational attainment; 37% of Dayton St and 25% of Seth adults do not have a high school degree		#/% of adults that complete high school or earn their GED
			8% of survey respondents report difficulty with reading/basic math		#/% of residents reporting difficulty with reading and basic math
Connect adults and youth to the full array of One-Stop Career Center Services available at NewarkWORKS and Newark Job Connect.		WIB, NewarkWORKS, Newark Jobs Connect, NJ Division of Vocational Rehabilitation Services	22% of survey respondents cited job training as most needed service	Residents attain the education, job skills and work readiness training needed for employment, particularly in high demand industries	#/% of working-age adults with a certificate or license
Foster entrepreneurship by increasing access to business training and mentorship programs.	Neighborhood	Brick City Development Corporation (BCDC)			
Connect formerly incarcerated and court-involved individuals with targeted supports and job placement services.		Newark Office of Re-entry	Numerous barriers to employment: <ul style="list-style-type: none"> <li>Disability/Health Restriction (35%)</li> <li>Affordable childcare (10%)</li> <li>Lack of training (7%)</li> <li>Criminal records</li> </ul>	Residents receive the supports they need to overcome barriers to employment	#/% of working-age adults working at least 30 hours/week
Provide affordable child care services to address a key barrier to employment.		Essex County, NPS, Programs for Parents			
Provide access to financial literacy and credit repair services.	Housing	NHA, Newark Now	22% of survey respondents said Credit Repair and 16% said Financial Assistance and were among the top 3 services needed right now	Residents are financially literate and have assets to achieve income security	#/% of households who completed financial training and/or counseling
					#/% of households with bank account
					#/% of households receiving EITC
<b>PEOPLE Goal Area #3: HEALTH AND WELLNESS</b>					
Maximize health insurance enrollments and connect households to a medical home		City of Newark Department of Child and Family Well-Being, Newark Community Health Center, Newark Beth Israel, LISC	Good access to and satisfaction with primary care services; however, challenges with transportation to and long wait times for appointments	Residents have access to quality health care and other supports that effectively address the high rates of chronic disease	#/% of residents who have a medical home, other than an emergency room, where they regularly go when they are sick or need advice about their health
Create and/or promote existing health education and wellness programs.			Primary unmet health needs: <ul style="list-style-type: none"> <li>Dental (29%)</li> <li>Nutrition/Exercise program (22%)</li> <li>Eye care (20%)</li> <li>Services to alleviate stress, anxiety, depression (11%)</li> <li>Substance abuse is an identified issue in Newark and Task Force participants affirmed its presence in the Dayton Street neighborhood</li> </ul>		#/% reporting good physical health
					#/% reporting healthy weight

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Establish a peer-to-peer Health Messengers Program.	Community Organizing		High rates of chronic disease		#/% reporting low psychological distress
					#/% of residents with hypertension
Create and promote recreation and sports activities/programs.	Neighborhood	Weequahic Sports Authority, NHA, City of Newark Recreation Department, Let's Move Initiative	Physical fitness programs ranked as the top immediate need; several barriers keep families from being more active: <ul style="list-style-type: none"> <li>• Health/physical disability (22%)</li> <li>• Neighborhood is not safe (16%)</li> <li>• Need more info on how to exercise and be healthy (15%)</li> <li>• Nowhere to exercise or walk (15%)</li> </ul>	Residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity	#/% of residents who report engaging in 60 minutes of vigorous physical activity per day
<b>PEOPLE Goal #4: SENIORS AND PERSONS WITH DISABILITIES</b>					
Promote the services of and connect seniors and persons with disabilities to the array of providers specifically designed to serve their needs.		City of Newark Office of Aging, Essex County Division of Senior Services, NJ Foundation on Aging, NHA, NJ Transit, NJ Division of Vocational Rehabilitation Services, Weequahic Sports Authority, Newark Beth Israel, YMCA, Newark Senior Citizen Centers	Relatively large population of seniors and persons with disabilities in neighborhood; 15% seniors (vs. 8.5% citywide); 31% of households receive SSI (vs. 9% citywide)	Seniors and persons with disabilities are knowledgeable about and take full advantage of local supports and programs designed to serve their needs	#/% of seniors and persons with disabilities receiving support services
			Very limited knowledge and utilization of the city/county's services for seniors		
			33% of Seth residents said transportation is the most important issue affecting disabled individuals (#1 response)	Seniors and persons with disabilities have access to public and alternative transportation for medical appointments, shopping and other daily needs	#/% of seniors and persons with disabilities utilizing alternative transportation options
<b>PEOPLE Goal Area #5: EDUCATION AND YOUTH</b>					
Provide education to expecting and new mothers about prenatal and early childhood health and development.		Newark Community Health Center, Nurse Family Partnership, Health Families-TANF Initiative for Parents Program	A large proportion of the neighborhood and former Seth Boyden populations are female-headed households living in poverty, creating a need for subsidized child care options.	At least 65% of HUD-assisted and neighborhood children ages 0-5 are enrolled in a high quality early learning program	#/% of children who demonstrate age-appropriate functioning across multiple domains of early learning at entry to kindergarten as determined using developmentally appropriate early learning measures

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Strategies	Component Overlap	Partners	Key Needs	Outcomes	Metrics
<b>MEDIUM TERM - 3-5 YEARS</b>					
<b>NEIGHBORHOOD Goal Area #1: IMPROVE PUBLIC SAFETY</b>					
Increase pedestrian lighting on main arterials & on new street segments throughout redevelopment	Housing	City	Residents and NPD report that community residents stay inside at night, which helps police identify and target criminal activity after hours. Both residents and NPD report that additional lighting is needed along Dayton Street and Frelinghuysen Avenue, particularly near Foster Street and at bus stops, as well as within the redevelopment site.	Increased lighting in the public realm will improve visibility after dark, serving to deter criminal activity on the street and helping neighbors feel safer when returning home after dark.	# new cobra head street lights # new pedestrian-scale sidewalk lights % change in lumens added to public realm in neighborhood
<b>NEIGHBORHOOD Goal Area #2: ECONOMIC DEVELOPMENT</b>					
Work with engaged owners of existing businesses to develop strategies for better serving community residents			Many current businesses are not physically welcoming and do not adequately serve the needs of local residents.	Improved local businesses and a stronger connection between business owners and residents.	# of businesses investing in improvements / % increase in sales
Develop a marketing and branding campaign for the Dayton Street neighborhood to attract businesses & residents		Neighborhood Implementation Lead entity	Dayton Street suffers from a very poor reputation which limits business opportunities and investment.	New marketing campaign that appeals to residents of all incomes and businesses.	# of new residents / # of new businesses
<b>NEIGHBORHOOD Goal #3: QUALITY OF LIFE</b>					
Down-zone industrial areas along Frelinghuysen	People / Community Organizing	City, LISC	The west side of Frelinghuysen hosts industrial businesses next to existing residential uses. The Newark Master Plan identifies that the zoning needs to change to protect the community.	Re-zoning properties from industrial to commercial and residential uses will support a healthier living environment with reduced traffic and pollution.	# of properties rezoned / # of land use conflicts mitigated
Couple healthy food access with nutrition and cooking classes				Many residents lack exposure to healthy food and do not know how to cook nutritious meals.	Food classes available locally
Build a community garden	People	City's Office of Sustainability/Food Policy Director, Weequahic Park Association	Residents have extremely limited access to healthy, fresh food at affordable prices.	New community garden designed to educate residents on healthy food.	# of community garden plots / # of residents participating
Plan a "Homecoming" event for former & current Dayton Street residents	People / Community Organizing	LISC	Many residents left the community when Seth Boyden closed. Others moved years ago. Community pride is needed to spur additional organizing and capacity.	Homecoming event that brings together Dayton Street residents from yesterday and today.	# of residents attending
Establish safe spaces - physical & social - where the full community can meet & gather	Housing	Developer	There is a lack of community space welcoming for all residents of the Dayton Street community.	New community rooms that serve as the community's "living room."	# of new community spaces
<b>NEIGHBORHOOD Goal Area #4: CAPITAL IMPROVEMENTS &amp; INFRASTRUCTURE</b>					
Incorporate streetscape improvements along Frelinghuysen to encourage walking and buffer from adjacent traffic			Despite heavy traffic, there are limited trees, benches and lights. Sidewalks are also in poor condition. Existing bus stops offer few amenities that would help encourage greater ridership and increase safety for existing users.	A safer pedestrian environment for residents along Frelinghuysen. Improved, safer bus stops with new lighting, seating and shelters.	# of new trees / linear feet of improved sidewalk / reduced pedestrian injuries and fatalities / # of new bus shelters / # of new lights and benches
Work with NJDOT and NJTPA on intersection improvements for safer crossings along Frelinghuysen		NJDOT	Crossing Frelinghuysen requires traversing 70' of roadway with vehicles traveling at high speeds.	Safer crossings and better access to transit heading to Downtown Newark.	reduction in pedestrian injuries and fatalities



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Change timing on traffic signals to offer longer crossing times for seniors		NJDOT	The road width is too great of a distance to enable slower pedestrians like seniors to cross the street during current green lights.	Longer crossing times for seniors.	# re-programmed traffic signals
Ensure safe routes to school for pedestrians and cyclists approaching the Dayton Street School and TREC site			High speed and cut through traffic make pedestrian access to the Dayton Street School facility dangerous.	Safe, walkable routes to the local school and new TREC center	reduced traffic speed / # of kids walking to school
Green the streets that connect neighborhood assets and institutions			Existing streets have few healthy trees. Green streets are needed to encourage walking in the community.	Help prevent asthma in young children. A more beautiful neighborhood with improved walkability.	# of new trees / decreased asthma rates
<b>PEOPLE Goal Area #2: EMPLOYMENT AND WORK</b>					
Maximize job opportunities for residents created through the redevelopment project and other neighborhood initiatives: - Create a Section 3 hiring plan - Prepare residents for new jobs in construction. - Connect residents to the City of Newark's First Source Agreement employment system.	Housing, Neighborhood	Developer, YouthBuild Newark, City of Newark, NHA Section 3 and Job Referral and Training Program	Very low employment rates. Only 33% of Seth households include a wage earner; only 29% of Dayton Street residents aged 16+ are employed compared to 52% in the City and 58% in the State	30% of new hires are Section 3 persons 10% of construction contracts are Section 3 3% of non-construction contracts are Section 3	# of residents employed by NHA or contractors through Section 3
<b>PEOPLE Goal Area #3: HEALTH AND WELLNESS</b>					
Introduce healthy food options at bodegas and/or a new farmers' market.	Neighborhood, Housing	BCDC, Nourishing Newark Farmers' Markets	Access to fresh, affordable foods is a challenge; few children eat the recommended daily servings of fruits and vegetables	Residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity	#/% of residents who report eating the recommended 5 servings of fruits and vegetables per day
<b>PEOPLE Goal Area #5: EDUCATION AND YOUTH</b>					
Increase enrollment in high quality child care and early learning programs by helping residents navigate application, enrollment, and payment assistance procedures.		Essex County Department of Human Services, Grow NJ Kids Initiative	A large proportion of the neighborhood and former Seth Boyden populations are female-headed households living in poverty, creating a need for subsidized child care options.	At least 65% of HUD-assisted and neighborhood children ages 0-5 are enrolled in a high quality early learning program	#/% of children who demonstrate age-appropriate functioning across multiple domains of early learning at entry to kindergarten as determined using developmentally appropriate early learning measures
Reconnect disengaged youth to the wider education system.		Rutgers TEEM Gateway Program, City of Newark Department of Economic and Housing Development, NHA, WIB	A large portion of neighborhood and former Seth Boyden youth are disengaged from school, as measured by high chronically absent rates, high transfer rates, and low graduation rates at the most commonly attended schools.	Improved school attendance, retention, and graduation rates.	#/% of students who are chronically absent #/% of students that transfer during school year
			Former Seth Boyden residents indicated that participation in youth programs is low (40% of households).	Youth participate in out of school activities that promote positive youth development and college and career preparedness.	#/% of students who graduate from high school #/% school-aged youth in after school programs

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<b>LONG TERM - 6 OR MORE YEARS</b>					
<b>HOUSING Goal Area #1: MIXED INCOME COMMUNITY</b>					
Replace public housing units (one-for-one replacement) on the former Seth Boyden Terrace site		Developer	Seth Boyden Terrace was built more than 70 years ago, is severely distressed (2011 REAC=45), and is fraught with structural deficiencies that make rehabilitation prohibitive.	Public housing units are replaced one-for-one	# PH units demolished
Construct additional units (of affordable and market-rate housing)		Developer		Different types of residential units are developed	# PH units replaced
Buildings will include townhouses and elevator apartment buildings, ranging in height from two to five stories, which reflect existing local architecture and complement the surrounding neighborhood		Developer	The neighborhood is saturated with public housing, with over 1,800 public housing units comprising approximately 40% of the land mass and more than 80% of housing units in the neighborhood.	Units offer housing for a mix of incomes levels	# affordable units (up to 60% of AMI)
Integrate the development of nonresidential community amenities, such as retail, a health center, an elementary school, and a police substation to complement the proposed housing		Neighborhood	The neighborhood poverty rate is 64%; the shortage ratio of affordable units to very low income renters is 1.69.		Unit and site amenities attract and retain households with a broad range of incomes
					# units by income group on waiting list
					# facilities (SF) and resources available to all residents
					# facilities comparable to market-rate development in area
<b>HOUSING Goal Area #2: ADDRESS COMMUNITY NEEDS</b>					
Integrate community amenities into the on-site plan	People, Neighborhood	Developer	Current infrastructure at Seth Boyden Terrace is inadequate to provide a sufficient level of service to residents.	Community residents have access to key services and amenities	# neighborhood amenities (e.g., health clinics, schools, banks, cafes, grocery stores, parks, gyms, child care facilities, etc.)
			On-site recreational and green space is limited.		Resident satisfaction with services and neighborhood amenities
Ensure adherence to Section 504 accessibility requirements and maximize visit ability opportunities		Developer	Seth Boyden Terrace has no ADA compliant buildings or units and the site cannot be retrofitted.	Units, buildings and site are accessible to persons with physical challenges	# ADA accessible units
					# visitable units
					# adaptable units
					# accessible outdoor areas

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Build housing that is energy efficient and incorporates healthy housing design components	People, Neighborhood	Developer	Existing units at Seth Boyden are energy inefficient and were designed with antiquated materials.	Green design principles and energy efficient standards are incorporated into the design and management of the housing	# energy-efficient units that use less energy per unit of per SF than comparable properties # units meeting Enterprise Green Communities Criteria
			Community residents expressed concerns about environmental and health conditions at the site.	Healthy housing design and management principles support healthy environments and lifestyles	# units that meet excellent indoor air quality via upgrades in ventilation, no carpeting, low-VOC materials Property management policies and practices that promote improved health such as integrated pest management, green cleaning products, smoke-free housing # of design amenities that promote physical activity such as tot lots, fitness room, hiker/biker trail; safe passage to the park
				Noise-mitigating windows and walls protect residents from excessive noise	# units that meet HUD standards for ambient noise levels.
<b>HOUSING Goal #3: RIGHT TO RETURN</b>					
Give relocated Seth Boyden families first priority to return to the redeveloped site	People	Developer, NHA	Almost half (48%) of relocated households either do not know or need more information before making a decision about returning to the redeveloped site.	Former residents of Seth Boyden return to the redeveloped project	# former Seth Boyden residents who return to redeveloped project
Provide relocation services to assist families to prepare for relocation/re-occupancy					
<b>NEIGHBORHOOD Goal Area #1: IMPROVE PUBLIC SAFETY</b>					
Create a new, more policeable, street network that affords clear sight lines & improves walkability	Housing	Developer Financial	The current configuration of Seth Boyden Terrace hosts a narrow and winding internal circulation network that is disconnected from the neighborhood's street grid. The street pattern and position of buildings does not afford views through the site.	A new network of streets will re-establish the neighborhood grid, and wider, linear streets flanked by sidewalks will afford views across the site.	# miles (or linear feet) new or extended street # miles (or linear feet) new sidewalk # new connections with existing street grid
Integrate a mini-precinct in the new development to be operated by the NPD	Housing	NPD, Developer Financial	Three police districts meet at the Dayton Street Neighborhood: NPD's 5th Precinct, Elizabeth Police Department, and the County Sheriff's Office that patrols Weequahic Park. Despite patrols by police and presence of NHA security, open air drug sales are pervasive. Violence, prostitution, and theft as well as quality of life disturbances threaten the well-being of area residents.	Continuous police presence (16 hours/day) by dedicated officers who know neighborhood residents and rhythms will fight crime and prevent crime, rendering the area safer for all.	# SF dedicated to NPD # police hours/month staffed at mini-precinct
Install surveillance cameras (with field of view restricted to public or semi-public realm)		NHA, NPD			# patrols by foot/bike/car dispatched/month
Link cameras to mini-precinct for review by NPD		NHA, NPD			% change in violent crime & property crime rates (per 1,000 residents)

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Strategies	Component Overlap	Partners	Key Needs	Outcomes	Metrics
Install secure entry system with key fobs for multi-family buildings	Housing	Developer Financial	Though there is security in the existing NHA high-rises in the neighborhood, members of the public come and go freely, and the drug and sex trades are persistent problems for residents.	Restricted access via key fobs will help ensure that only residents and their guests can access NHA buildings.	# new buildings with secure entry technology # existing NHA buildings with updated secure entry technology
<b>NEIGHBORHOOD Goal Area #2: ECONOMIC DEVELOPMENT</b>					
Re-imagine or expand the neighborhood health center	People	Partner to be provided	Residents require access to health care services. The current health center has limited visibility and is operating at capacity.	New comprehensive health center in a highly visible location.	new health center
Tap into existing small business loan and grant programs to offset start-up costs in the community		BCDC, Rutgers	Start-up costs are high for local businesses which adds to the additional risks of operating a business in the community. Financial assistance is needed to help reduce the risk of running a business that serves the community.	Small business loan funds marketed and offered to viable local entrepreneurs.	# of grants provided to businesses
Work on attracting community-serving businesses to newly-built retail sites		BCDC, City	Auto garages are the dominant commercial service in the neighborhood. Residents have to leave the community for the majority of their shopping including food, clothing and other daily needs.	New stores offering a greater diversity of daily goods.	# of new stores / % increase in dollars captured at local stores
Redevelop properties on east side of Frelinghuysen to airport-serving uses that create jobs		Port Authority	Current industrial properties on Frelinghuysen are either underutilized or primarily serve local auto uses. These properties need to be repurposed to create jobs and support Airport and Port Authority uses.	New light-industrial businesses replace existing underutilized land.	# of new businesses / # of new jobs created
Work with the Port Authority to create a Transit-Oriented Development at the PATH station		Port Authority	The Liberty International Airport Amtrak/NJT/AirTrain station north of the community is isolated and difficult to access. The Port Authority is interested in expanding the PATH and creating a transit-oriented development plan to integrate the station into the community.	Expanded housing choice and improved connections to job opportunities	decreased underutilized land / sq. ft. of new development
<b>NEIGHBORHOOD Goal #3: QUALITY OF LIFE</b>					
On the west side of Frelinghuysen, locate non-residential uses (community services or retail) in ground floor to buffer housing from traffic	Housing	Developer	Frelinghuysen is a busy street that does not serve as a safe place to live. Housing needs to be buffered from this major arterial.	New uses that set housing up and back from traffic.	new non-residential uses on Frelinghuysen / % decrease in the number of homes facing Frelinghuysen
Work with Airport to redirect air traffic		Port Authority	Current air traffic negatively impacts the community and the health of Weequahic Park. Redirecting traffic would reduce dumping of gas on the park, decrease noise, and lessen air pollution.	Air traffic limited to areas over highways and Port.	decreased noise / improved tree health in the park
Build new housing to higher standards (LEED) of indoor air quality	Housing	Developer	Residents need to live in healthy environments.	New housing built to modern standards of indoor air quality.	# of new LEED certified homes
Certify the neighborhood as LEED-ND			Residents in Dayton Street live in an unhealthy environment. Addressing health is a critical element in achieving full transformation.	Dayton Street certified as LEED ND when redevelopment is complete.	LEED ND certification

**DAYTON STREET TRANSFORMATION PLAN  
STRATEGIES AND ANTICIPATED TIMELINE**

Draft 4/3/2014

Strategies	Component Overlap	Partners	Key Needs	Outcomes	Metrics
Re-open a new & improved Dayton Street School to serve neighborhood children (K-8) and families	People	NPS	Local children have to leave the neighborhood for school.	New education facility within the community serving existing and new residents.	new school enrollment
<b>NEIGHBORHOOD Goal Area #4: CAPITAL IMPROVEMENTS &amp; INFRASTRUCTURE</b>					
Work towards a more robust transportation network to get people to major destinations		NJDOT	Residents with a car have very few transportation options and connections to get them to available jobs.	New connections to the Airport, Port and NYC and faster connections to Downtown Newark.	# of new connections / decreased travel time to work
Explore with the Port Authority and NJDOT the creation of a new truck access route between Frelinghuysen Avenue and the rail to divert truck traffic from Frelinghuysen			Heavy truck traffic along Frelinghuysen impacts the health and safety of residents.	New truck route to serve businesses along the existing rail line away from residents.	new truck route
Follow all state and local green building laws/ordinances			The City of Newark has made green building a priority. Dayton Street structures needs significant upgrades to meet City objectives.	Green buildings introduced into the community through the redevelopment. Green streets complement greener buildings.	# of new green buildings / linear feet of greened corridors and complete streets
Integrate stormwater management within new development		Developer	Stormwater is an identified challenge for the City of Newark, and the community experiences spot flooding during heavy rains. The flooding washes industrial and other debris onto neighborhood streets and into the combined sewer system.	Rain gardens and other methods to capture the first inch of rainfall during storms. Healthier neighborhood less prone to flooding.	Increased % of pervious cover / increased amount of water captured before entering the sewer.
Create new green space for play near the Dayton Street School			There are no recreation spaces in the community within view of parents.	Safe play spaces for existing and new children.	new park created
Improve water and sewer system capacity			The water and sewer system in the community is very old. Infrastructure upgrades are needed to support new development.	Upgraded and modern water and sewer to serve new development.	linear fee of new and / or improved water and sewer lines
Address flooding on roads into/out of neighborhood		Port Authority, City, NJDOT, Together North Jersey	Major local streets used to access Dayton Street flood during storms due to highway runoff.	Fewer contaminants in the community, improved health of Weequahic Park's pond and landscaping, improved mobility of residents during storm events.	reduced flooding / increased pervious cover
<b>PEOPLE Goal Area #2: EMPLOYMENT AND WORK</b>					
Expand transportation options so that Dayton Street residents can better access job opportunities in the primary employment centers.	Neighborhood	NJ Transit	11% of residents cite transportation as a barrier to employment.	Residents receive the supports they need to overcome barriers to employment	#/% of working-age adults working at least 30 hours/week
Improve computer access and computer literacy.	Housing	NHA	Only half (53%) of survey respondents report regular access to the internet; 10% said computer training is one of the top 3 services they need right now	Residents are computer literate and have access to the internet	#/% of residents who complete computer training #/% of residents with internet access via home computer or smart phone

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Strategies	Component Overlap	Partners	Key Needs	Outcomes	Metrics
<b>PEOPLE Goal Area #3: HEALTH AND WELLNESS</b>					
Re-imagine a new or expanded neighborhood health center.	Housing	City of Newark Department of Child and Family Well-Being, Newark Community Health Center, Newark Beth Israel	Significant portion of Seth (7% children, 20% heads, 17% other adults) and Dayton Street residents (11%) do not have health insurance	Residents have access to quality health care and other supports that effectively address the high rates of chronic disease	#/% of residents with health insurance
Prioritize health and comfort in the design and the management of the new housing.	Housing	Developer	High rates of chronic disease	Housing design and management promotes better health outcomes	Various health metrics
Build a community garden.	Housing	Newark Office of Sustainability, Weequahic Park Association	Access to fresh, affordable foods is a challenge; few children eat the recommended daily servings of fruits and vegetables	Residents have access to resources, amenities and programs to maintain a healthy diet and regular physical activity	#/% of residents who report eating the recommended 5 servings of fruits and vegetables per day
<b>PEOPLE Goal #4: SENIORS AND PERSONS WITH DISABILITIES</b>					
Neighborhood and housing improvements explicitly address the needs of seniors and persons with disabilities.	Housing, Neighborhood	Developer	Residents at the Elderly/Disabled focus groups identified recreation as a top priority	Recreation programs and venues in the neighborhood serve people of all ages and abilities	
<b>PEOPLE Goal Area #5: EDUCATION AND YOUTH</b>					
Expand early learning opportunities in the Dayton Street neighborhood to better meet demand.	Housing	Newark Public Schools, Newark Preschool Council, Programs for Parents	There is only one early childhood center located in the Dayton St. neighborhood with insufficient slots to meet the neighborhood 0-5 population.	At least 65% of HUD-assisted and neighborhood children ages 0-5 are enrolled in a high quality early learning program	#/% of children, from birth to K, participating in center-based or formal home-based early learning settings or programs
Align with and support the Newark Public Schools reform agenda.		Newark Public Schools	The Dayton St. neighborhood lacks a functioning school to serve current neighborhood residents or new residents of the redeveloped site.	At least 65% of HUD-assisted and neighborhood children are enrolled in high quality schools from kindergarten through high school	#/% of students that score at or above grade level according to State math and reading or language arts assessments in 3rd-8th grade and in high school
Re-open the Dayton Street School as a high quality, state of the art neighborhood school.	Housing	Newark Public Schools	The schools that Dayton Street school-aged children attend are low-performing.		