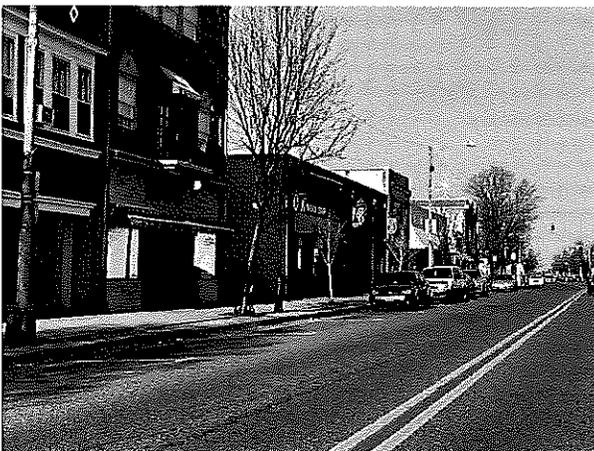
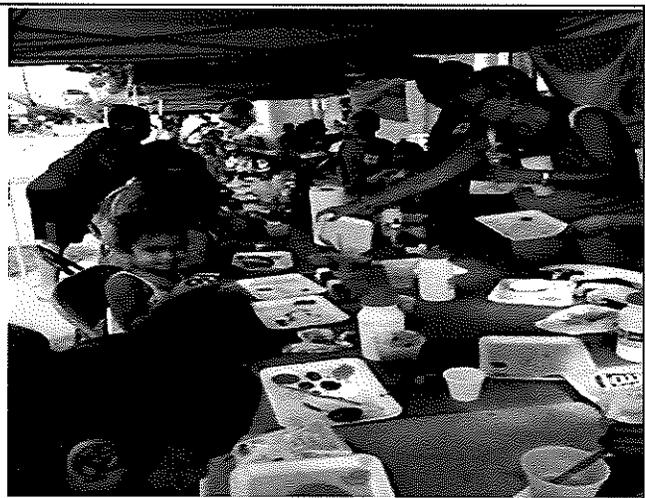
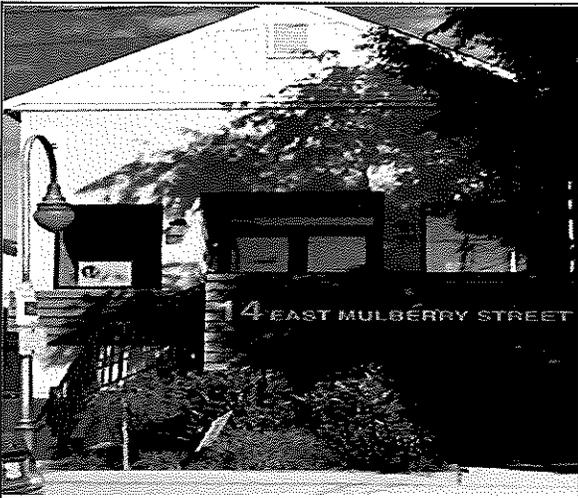




CENTER CITY MILLVILLE

NEIGHBORHOOD
PLAN 2020-2030



*A Plan completed in accordance with the
Neighborhood
Revitalization
Tax Credit
Program*



February 2020



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FORM NP-1, page 1: COVER PAGE FOR SUBMISSION OF A NEIGHBORHOOD PLAN

Neighborhood: CENTER CITY MILLVILLE NJ Legislative District: 1ST

Eligible Municipality: MILLVILLE Mayor: MICHAEL SANTIAGO

Name of Applicant Organization: HOLLY CITY DEVELOPMENT CORPORATION

Name of CEO/Executive Director: HEATHER SANTORO

Address: 14 E. MULBERRY ST

City: MILLVILLE State: NJ Zip Code: 08332

NJ Charities Registration Number: _____

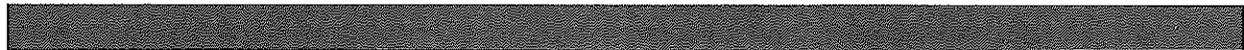
Contact Person for this Application: HEATHER SANTORO

Phone: 856-776-7979 E-Mail: HSANTORO@HOLLYCITYDEVELOPMEN
T.ORG

Cellphone
(optional): 856-297-8467

What is the time period for this Neighborhood Plan? 10 YEARS
(may not exceed Ten (10) years)

Did you partner with another organization to develop
the Neighborhood Plan? YES (if YES, complete NP-1 Page .
NO



Certification: To the best of my knowledge and belief, the data in this application are true and correct. The governing body of the applicant has duly authorized the document.

_____	Board Chairperson
Name	Title
_____	Feb. , 2020
Signature of Board Chairperson	Date

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: Millville Development Corporation

Contact Person (including title): Marianne Lods, Executive Director

Contact Person's Address: 22 N. High Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-293-0556 Cellphone (optional): 609-774-9269

E-Mail: mariane@glasstownartsdistrict.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Glasstown Arts District and Central business district contact; helped engage businesses, will implement many of the downtown strategies

Name of Partnering Organization: SHINE PROGRAM First United Methodist Church

Contact Person (including title): Pastor Jack Frosbrener, Director

Contact Person's Address: 201 N. Second Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-825-2329 Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Enrolled youth and parents in programming and got youth to participate in designing neighborhood of the future; identifying assets and challenges

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: Millville Public Library

Contact Person (including title): Courtenay Reece, Executive Director

Contact Person's Address: 210 N. Buck Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-825-7087 Cellphone (optional): _____

E-Mail: courtenayre@millvillepubliclibrary.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:
Provided meeting space, programming ideas, youth involvement, collaboration opportunities

Name of Partnering Organization: MILLVILLE PUBLIC SCHOOLS

Contact Person (including title): Shelly Schneider, EdD, Interim Superintendent

Contact Person's Address: 110 N. Third Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-825-6415 Cellphone (optional): _____

E-Mail: _____

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Ideas for advancing educational attainment of residents; school and teacher involvement in designing programs and activities and involving youth; special programming with Lakeside and Silver run Schools

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: CITY OF MILLVILLE

Contact Person (including title): Samantha Silvers, Supervising Planner

Contact Person's Address: P O Box 609, S. High Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-825-7000 Cellphone (optional): _____

E-Mail: Samantha.silvers@millvil
lenj.gov

Coordination with all other city plans, involvement of city departments and City Commissioners

Name of Partnering Organization: HOLLY CITY FAMILY SUCCESS CENTER

Contact Person (including title): Sabrina Simpkins, Director

Contact Person's Address: 21 E. Main Street

City: Millville State: NJ Zip Code: 08332

Phone: _____ Cellphone (optional): _____

E-Mail: ssimpkins@gateway-
cap.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Coordination and collaboration with existing and new programming for youth and adults

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: MILLVILLE NEIGHBORHOOD ALLIANCE
Contact Person (including title): Kim Ayres, Ph.D, coordinator

Contact Person's Address: 211 N. 11th Street
City: Millville State: NJ Zip Code: 08332
Phone: 856-825-2214 Cellphone (optional): 609-501-2498
E-Mail: Kim1mna@gmail.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Pulling together all organizations that direct programming and resources toward Center City; liaison with college and other partners; distribute information within neighborhood

Name of Partnering Organization: ST PAUL'S LUTHERAN CHURCH
Contact Person (including title): Rev. Karen Bernhardt, Pastor

Contact Person's Address: 301 N. Third Street
City: Millville State: NJ Zip Code: 08332
Phone: 856-825-3008 Cellphone (optional): 609-247-8976
E-Mail: karenwbern@gmail.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Provide meeting space, centrally located; special services for neigh. Residents, food and clothes bank

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: ROWAN COLLEGE OF SOUTH JERSEY

Contact Person (including title): Dr. Frederick Keating, President

Contact Person's Address: 3322 College Drive

City: Vineland State: NJ Zip Code: 08360

Phone: 856-691-8600 Cellphone (optional): _____

E-Mail: fkeating@cc.rcsj.edu

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:
Work with us in increasing educational attainment and workforce training; two facilities within target area

Name of Partnering Organization: COUNTY WORKFORCE ASSISTANCE OFFICE

Contact Person (including title): Christy DiLeonardo

Contact Person's Address: _____

City: Vineland State: NJ Zip Code: 08360

Phone: 856-238-6772 Cellphone (optional): 856-524-8631

E-Mail: cdileo@ccoel.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:
Workforce development training programs, upskilling, programs for young adults 18-24, internships and apprenticeships

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: NJ COMMUNITY CAPITAL

Contact Person (including title): Laura Wallick, Loan Officer

Contact Person's Address: 108 Church Street, #3

City: New Brunswick State: NJ Zip Code: 08901

Phone: 732-640-2061 Cellphone (optional): 267-397-1605

E-Mail: lwallick@njclf.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:
Work with us in area of economic development, business assistance and financing

Name of Partnering Organization: CITIZENS UNITED TO PROTECT MAURICE RIVER

Contact Person (including title): Karla Rossini

Contact Person's Address: 17 E. Main Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-305-3238 Cellphone (optional): 856-300-5331

E-Mail: Karla.rossini@cumaurice
river.org

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:
Organization volunteer participate in planning of projects, including community garden

FORM NP-1, page 2: PARTNERING ORGANIZATION INFORMATION

Please provide the following information for each organization with which you partnered in developing the Neighborhood Plan. Copy and attach additional sheets if necessary.

Name of Partnering Organization: HELP AND HOPE

Contact Person (including title): Chuck Brett, Ex. Director

Contact Person's Address: 214 Howard Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-293-4357 Cellphone (optional): _____

E-Mail: Cbrett2254@gmail.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:

Providing data and information on food insecurity within the neighborhood

Name of Partnering Organization: RIVERFRONT RENAISSANCE CENTER FOR ARTS

Contact Person (including title): Diane Rogers

Contact Person's Address: 22 N. High Street

City: Millville State: NJ Zip Code: 08332

Phone: 856-327-4500 Cellphone (optional): _____

E-Mail: diane@rrcarts.com

Briefly describe the role of the partnering organization in developing the Neighborhood Plan:



Executive Summary:

The Center City Neighborhood is an historic community located in the heart of Millville, NJ. Within walking distance of the Maurice River Waterfront and the downtown Glasstown Arts District, Center City is a distressed but resilient neighborhood of 2500 residents. These residents are rebuilding their community with help from Holly City Development Corporation and an alliance of neighborhood partners, leaders, faith-based organizations and state agencies. Leading the efforts to revitalize this area, HCDC has a 20 year history of collaborative redevelopment in central Millville.

The challenges facing Center City are familiar ones: poverty, abandoned housing, crime, drugs, and low educational attainment leading to unemployment or under-employment. Holly City Development is determined to work with residents to coordinate the resources and partners needed to turn this lower income neighborhood into a remarkable community of place. Challenges abound, but optimism is growing that strong partnerships and grass roots commitment will make the difference. The assets are in place – a strong college presence, many of the iconic community landmarks and services, a cooperative city government, unique geography, and most importantly, residents who care. A community planning process has been in place since early 2018, generating future ideas and redesigns. Household questionnaires, parcel by parcel property surveys, focus groups, and formal and informal stakeholder meetings have contributed to a plan of action, while demographic information has formed the basis for analysis and future planning.



Holly City Development has been the driving force behind efforts to redevelop and revitalize the city's oldest neighborhood. With a staff of community builders dedicated to family-based initiatives and a healthier economy, HCDC has directly invested over \$26 million in projects over the past five years. The Millville Neighborhood Alliance operates under the HCCD umbrella as a collaborative of nearly 40 partners, all dedicated to improving Center City and strategically deploying resources for greater collective impact. Anchor projects in the Glasstown Arts District are forming the foundation for the second phase of investment in the downtown. Entrepreneurship and innovation are forming the basis for a new economic development strategy to retain and attract talent and move beyond our industrial legacy. Past projects include housing rehabilitation, the construction of an Arts and Innovation Building for Rowan College of SJ, and the region's first co-working space. Annual projects include Playstreets summer

programming and by the end of 2020 the construction of a new \$6.6 million health care facility in the heart of the downtown. Beginning in 2015, HCDC has initiated 140 community programs with 800 volunteer hours. It is anticipated that a new wing will be added to the Millville Public Library in 2021.

Through an open stakeholder process that challenged neighborhood residents to design their best community, common goals emerged and formed the basis for this plan. This planning process took the form of community meetings, a door-to-door survey of households, a parcel-by-parcel survey of structures, public and private meetings, strategy sessions with municipal leadership and merchants, and focus groups. In addition to public engagement, the plan is data-driven through an analysis of demographic information.

Vigorous input from the grassroots level inspired a plan that is inclusionary, comprehensive, and realistic. The engagement process resulted in the following vision statement and goals:

Vision Statement:

Center City Millville will be a wonderful community in the heart of South Jersey. The neighborhood is known for its beauty, thriving local economy, safe streets, diverse community members and cultural offerings, and the numerous opportunities available to residents to improve their quality of life.

Goals:

1. Building a fun and Healthy Community – connecting residents to the city and each other
2. Leveraging Arts and Economic Development – improving our economy and creating a beautiful, inspiring place together
3. Creating a Market for Homeownership and Investment- fostering a neighborhood of well-kept, affordable homes and safe streets
4. Improving our Public Spaces – allowing everyone to have a great place to meet neighbors, relax and play
5. Increase Access to Jobs and Education – ensuring that all have access to economic prosperity
6. Increase Opportunities for Civic Leadership – fostering engaged, informed, and connected citizens of all ages

Section 3: Organization Information NP – 3

FORM NP-2: ORGANIZATION PROFILE (page 1)

A. AGENCY INFORMATION

What was the organization's date of incorporation? August 27, 1998

What was the original purpose for which the organization was formed?
Revitalize Millville through development activities including the creation of affordable housing and provision of economic and social services

What is the organization's current mission statement?
To inspire and empower neighborhood change

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: Mr. Brian Tomlin
Date Elected: 12-15-98
Term Expiration Date: 12-2020

Number of Authorized Board Members: 7
Number of Current Board Members: 6
How frequently does the Board meet? monthly

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

FORM NP-2: ORGANIZATION PROFILE

C. PERSONNEL – TOTAL AGENCY

What is the current agency staffing level?

Full Time: 3
 Part Time: 6
 Volunteers: 15

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
2014	0	x	
2015	0	x	
2016	0	x	
2017	0	x	
2018	0	x	

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

When was the Executive Director hired? 2016

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: October 1
 End Date: Sept 30

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

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?

01/2019

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

12/2019

What was the time period covered in the audit report:

10/1/18-9/30/19

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

YES

NO

x

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*

NARRATIVE SECTION II

(a) Organizational Profile Narrative: Holly City Development Corporation

Holly City Development Corp (HCDC) has an extended history in the redevelopment efforts targeted for Center City Millville. Established in 1998 primarily as an affordable housing developer and nonprofit subsidiary of the Housing Authority, HCDC has constructed, rehabbed, managed and sold affordable housing throughout the neighborhood. As funding opportunities emerged that matched unmet needs in the neighborhood, HCDC expanded its role and capacity into community development and more recently, economic development. A staff of community builders presently operates within these four focus areas:

- *Economic Development*
- *Community Development and Resident Engagement*
- *Housing Construction, Rehabilitation, and Financing*
- *Real Estate Development and Redevelopment*

Today, HCDC is a stand-alone non-profit organization with a 7 member, volunteer Board of Directors, owning its headquarters within Center City and contracting its expertise through shared-service agreements with the city and other nonprofits. Board members include a representative from the City Commission and each member is a well respected community leader or business person. Our aim is to consistently engage residents and families in our programming and initiatives so we remain a vibrant grassroots organization.

HCDC's niche is in serving as the backbone organization for a broad-range of community development projects and partners. Their focus on the development of human capital, economic development and community building enables collaborative projects with businesses, government, and education. HCDC serves as a facilitator in bringing partners together to work for change. They excel in engaging and supporting a diverse range of stakeholders which has lead to a positive collective impact.

Holly City Development Corp. is financially solvent, with revenues from project development, earned income, and grant funding. There is a staff of 3 full time employees who serve as community builders, one part time community connector, and five part time family advocates. HCDC operates based on the values of: inclusion, empowerment, participation, communication, and continuous learning through assessment.

Board of Directors:HCDC operates under the guidance and direction of a 7 member board. These board members are all highly engaged community residents and long time neighborhood and economic development advocates. Together they create an extensive network of leadership and professionalism. Two of the board members represent the residents of the target area.

(b) Financial Resources: HCDC is becoming increasingly financially stable with expanded revenue streams and shared service contracts. The primary source of funding remains long term grants, including funding from Pascale Sykes (6 years), Robert Wood Johnson Healthy Communities (2 years), and Wells Fargo Regional Foundation. These grants collectively total \$ _____ million annually and enable the operating and staffing costs to be fully funded.

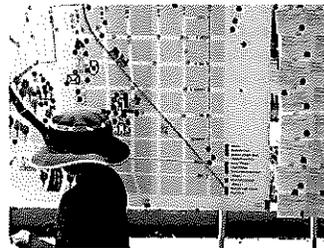
In addition, HCDC has a _____ year contract with the City of Millville for project implementation of the NJDCA Neighborhood Preservation Program. In this role, Holly City provides all program administration for the state's neighborhood revitalization program. HCDC may expand its role with the city using this model to implement additional community and economic development programs.

In 2021, Holly City is expected to pay off the mortgage on the building serving as its' headquarters and as community co-working space. This has been enabled by a large contribution of remaining assets from a local economic development non-profit organization that dissolved. This will very positively impact the organization's balance sheet, leaving little long term debt. At the same time Holly City will have full site control and ownership over a valuable assest that provides monthly revenue

Funding Sources HCDC: 2015-2020

<u>Source</u>	<u>Amount 2015-2020</u>	<u>Status</u>
NJ Dept. of Community Affairs		
NRTC Tax Credits	\$	projects completed;
Neigh. Preserv. Program thru City of Millville	\$	Projects underway began 12/19
Pascale Sykes Foundation		Year 6 underway
R. Wood Johnson Foundation	\$	Year 2 underway
Wells Fargo Regional Foundation	\$ 85,000	
Neigh. Plan Development		plan completed
Rental income 14 E. Mulberry	\$	collected monthly
Misc. revenue from nonprofit dissolution	\$165,000	received for
Economic Development loan repayment	\$ /mon.	Mortgage pay off repaying on time Began 1/20

c)Community Involvement: At its' heart, HCDC is a community organizer, striving to encourage residents to improve *their* community. This is a community at risk- based on metrics of income, educational attainment, employment, crime, homeownership, health, and mobility. HCDC has aimed most of its strengthening families, involving them in planning, providing case management families move past poverty and onto a path sufficiency. We offer financial literacy, job with the community college, but most empowerment and engagement so counted.

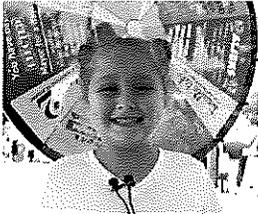


services toward goal setting and services to help of self-training, linkages importantly residents can be

HCDC provides a summer program that has attracted 3,400 youth and their families. Nearly \$57,000 has been expended for STEAM and Educational funding in the neighborhood. We have 800 volunteer hours logged with Playstreet, holiday parties, and neighborhood clean-ups. We work each month with members of Adopt-a-Block going block by block to pick up trash and greet neighbors. We have worked with 12 homeowners to improve their residences and keep them in the neighborhood, investing \$80,000.

In working to obtain resident input we had 92 people come out to a neighborhood meeting and 10 work with us on a door-to-door survey. We have volunteers visiting the middle school, Lakeside, to teach 125 6-8th graders about the community. We collaborate with

the college and Inspira Health Network in this program. A community garden was developed with surrounding neighborhoods maintaining the project.



For the business community in the neighborhood, which is the central business district, we do ongoing customer and owner surveys. We have also been directly involved in creating murals in the downtown in several key locations as our contribution to the vitality of the district.

Our communication strategy is a direct one- we go door to door visiting people and explaining the opportunity before them to participate- whether it is a general meeting to get overall input or something specific about neighborhood. We rely on our faith-based members to share news in church worship and activities, and we post on the facebook page of the Millville Neighborhood alliance for those on social media.

Section 4: Organizational Capacity and Experience

(a) Organizational Capacity

HCDC has the institutional ability to manage the programs and activities contained within the neighborhood plan and in so doing, be a catalyst for change. Through strict financial management, resource allocation, staff and management, and operating policies, HCDC has the organizational strength to carry out the activities considered by this neighborhood plan. Their expertise and success has been recognized by the Wells Fargo Regional Foundation in providing a grant for the development of a Neighborhood Strategy in 2018-19 and a major, 5 year implementation grant in 2020.

The organization is managed by an experienced Executive Director, Heather Santoro, who is capable of balancing many projects at one time and finding and managing human and financial resources. Capacity begins with the leadership, and HCDC has a strong and committed leader who operates with the confidence of her board and has the ability



to pivot and adapt to change when necessary. Heather is the daily manager of 2 full time community builders and 6 part time program directors. With an MA in Organizational Leadership and a certificate in nonprofit management, Heather is well equipped to guide the organization toward its goals, and to achieve milestones.

The entire staff at HCDC have extensive background in housing and community redevelopment. The Executive Director has over 15 years of experience while the community builders have over 50 years of combined experience.

Partnership is the operating foundation of HCDC. With over 40 organizations participating in the Millville Neighborhood Alliance, HCDC has found an ability to coordinate resources and expertise, creating mission-driven partnerships creating real change in center city. This strategy has successfully attracted additional resources and tax credit investors for Center City projects. Among the organizations providing support to HCDC are: Pascale Sykes Foundation, NJ Dept. of Community Affairs, NJ Community Capital, Robert Wood Johnson Foundation, Rand Foundation, and Millville Urban Redevelopment Corporation.

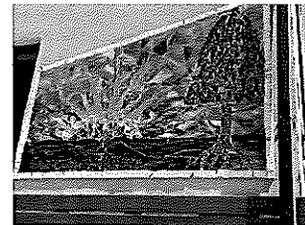
The organization encourages a team approach to projects, programs, and challenges, with a lead professional and then staff and volunteers as the implementing change agents. With over 21 years of operation, HCDC is an experienced organization with a proven track record of efficiency and effectiveness as well as collaboration. They are recognized as community and economic development innovators in southern NJ.



Outside professionals (legal, accounting, auditing) are hired on a contract basis to provide financial review, bookkeeping, and auditing services. HCDC utilizes the accrual based accounting program with annual independent audits following the Generally Accepted Accounting Principales (GAAP). All audits have been clean and have noted strong financial management with no irregularities over the history of the HCDC.

Some of the accomplishments of HCDC include:

- Construction of Glasstown Residence sneior mid-rise affordable housing;73 tax credit units as the first 9% low income housing tax tax credit project in conjunction with the Millville Housing Authority
- Construction and rehab of 17 scatterd-site, affordable homes
- Financing and construction of Cumberland County College's Arts and Innovation Center (\$8 million investment)
- Financing, construction, and management of the region's first co-working space at 14 E. Mulberry – also HCDC headquarters (\$1 million investment)
- Pre-development work with construction of 20,000 sf addition to existing downtown building to develop a service site for CompleteCare (\$400,000 toward a \$6.6 million investment)
- Playstreets program providing free recreation to over 3400 young people in Center City
- Provided 12 Neighborhood Improvement Grants for center city projects
- Rehabbed 29 homeowner properties
- Demolished 10 dilapidated residential properties
- Development of community garden on N. Third Street in conjunction with Citizens United to Protect the Maurice River
- Creation of 4 downtown murals
- Establishment of Little Free Libraries in Center City providing free books to neighborhood children
- Creation and implementation of middle school community program "Community Counts" providing civic education to 125 youth each school year
- Completion of Neighborhood Plan with grant from Wells Fargo Regional Foundation



(b) Current Activities:

- Connecting Families to Communities – Year 5 of Pascale Sykes funded program that assigns family advocates to 50 families in Center city, enabling them to set and obtain goals related to financial literacy, education, health and family.
- Healthy Families: Year 2 of program funded by Robert Wood Johnson healthy families initiative – providing activities and health education to families in a series of workshops and small groups/teams
- Millville Neighborhood Alliance- collaboration of approx. 40 public and private partners all dedicated to improving and resources center city; the alliance provides information and resources to all partners so that investment in the neighborhood can be more strategic
- Wells Fargo Neighborhood Plan – completed in 2019, HCDC is now implementing beautification and community building projects identified in the plan such as Little Free Libraries, a community dinner, murals, neighborhood cleanups, and vacant lot improvements
- Operation of Creative Enterprise Center – the regions only co-working space, HCDC owns the building and leases offices and one residential unit; project completed with several rounds of NRTC funding;
- Community Counts curriculum at Lakeside Middle School: HCDC is currently teaching a Mindfulness and Healthy Communities curriculum designed in conjunction with Rowan College of South Jersey; being taught to 125 6-8th graders monthly; will culminate in a project designed and implemented by the students
- Gap financing of significant development projects downtown: Provision of \$400,000 of predevelopment funding for the development of a \$6.6 million project in the 500 block of High Street utilizing NRTC funding
- Administration of the Neighborhood Preservation Program funding provided to the City of Millville for neighborhood projects beginning in 2019; funding from NJ Department of Community Affairs
- Youth Activities: projects in conjunction with SHINE, a youth afterschool program developed by First United Methodist Church for center city young people, including a computer coding club and Playstreets, a 7 week outdoor summer program
- Adopt a Block: a monthly neighborhood cleanup program run by neighborhood volunteers to clean up litter and vacant lots and meet people living in center city



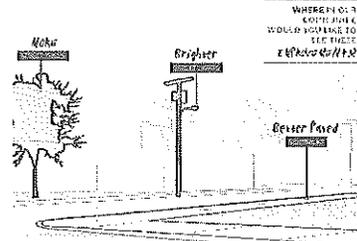
(c) Development and service delivery capacity:

HCDC, with over 21 years of operational experience, has a vast array of expertise and capacity to deliver the projects and services outlined in the neighborhood plan. In fact,

as part of its financial stability plan, HCDC is now contracted by outside agencies to provide neighborhood plan design, housing rehab, and family strengthening programming.

Examples of its' capacity to provide a vast array of services and to coordinate and stack several levels of financing include:

- Construction of senior mid-rise building for low/moderate seniors (Glasstown Residence) with 9% housing tax credits; result: 73 units
- Rehabilitation of 29 low/moderate homeowner units using Balanced Housing, NRTC and Community Development funding
- Partnerships with CompleteCare, Cumberland County Health Dept., Fox Rehab and Inspira Health Network to provide healthcare programming for seniors and low/mod neighborhood residents
- Partner with Rowan College of Redevelopment Corp, and Improvement Authority to fund development of a 21,000sf arts in downtown Millville
- Hold an annual Playstreets the summer providing recreation neighborhood youth-in 2019 young people
- Develop a model for family advocacy and strengthening funded by Pascal Sykes for five years to help Center city families set goals that will keep the family unit sustainable over the long term
- Develop its own Creative Enterprise Center as the region's only co-working space, with rental units for offices as well as a remodeled residential unit for supporting income; this building has become the HCDC headquarters. In recognition of HCDC's critical work and accomplishments to date, when another non-profit community development agency was sunsetting, HCDC was granted the largest portion of their financial assets which were used to pay off the mortgage of this building and significantly improve the Balance Sheet of the organization.



SJ, and Millville Urban Cumberland County financing gap in and innovation center

program for 7 weeks in services for alone servicing 3,400

(d) Capacity of Partners

The mission of the HCDC is accomplished through partnership with many other nonprofit organizations, local government, education leaders, and businesses. Partnership is a fundamental feature of the way HCDC operates as an organization and through its programming.

A summary of the most significant ongoing partnerships is listed below:

City of Millville: contracts for HCDC to administer NPP program; provide CDBG and HOME funds for housing; HCDC has a strong partnership with the Mayor, City Commissioners, Police Chief, and Planning/Community Development Director

Rowan College of SJ: provide internships for neighborhood residents; provide educational and job training; programming through Clay College; cooperatively with many departments at the college are the first community college to merge with another existing community college and a state university (July 1,, 2019).



Millville Board of Education: work jointly to provide curriculum “Community Counts” at Lakeside School; partner with Playstreets and Holiday programs; HCDC works directly with the Superintendent and Assistant Superintendents on projects and programming.

NJ Community Capital: provide financing for downtown businesses through THRIVE program and façade grants; provide financing for HCDC Creative Enterprise Center; NJCC is an independent community development financial institution that has financed New Market Tax Credits for projects in Millville’s downtown.

Cumberland County Improvement Authority: provide line of credit to HCDC as advance for NRTC projects; joint partner on 500 Block redevelopment and college Arts and Innovation Center; CCIA is the county’s redevelopment and economic development entity with bonding capacity and redevelopment powers



Cumberland Empowerment Zone: financing for downtown businesses and new market tax credit larger projects such as 500 block and college project- serve as a community financing institution

Cumberland County Workforce Development: provide job training for local residents within the neighborhood and provide services to local businesses including on the job training and tax credits for new hires; HCDC works directly with the Director of Business Development on listing jobs and providing direct training to residents; part of the Workforce Development Board.



Holly City Success Center: after school and specialized programming for youth and families within neighborhood; clubs for young people; parenting classes; this division is part of the larger community action agency Gateway of Bridgeton

Millville Public Library: serves as a community center for neighborhood with computers available to residents, youth advisory council, after school tutoring, summer programming for youth, annual makers day/ HCDC providing NRTC funding toward library expansion in 2020

Millville Development Corporation: downtown management organization; works on implementing mural projects and on façade improvement grants; direct partner with HCDC and City of Millville in providing business assistance and training

Riverfront Renaissance Center for the Arts: most arts programming is done through the RRCA which is a separate nonprofit organization established in 1998 and a cornerstone of the Glasstown Arts District

SHINE: afterschool youth homework club, family counseling, crafts and youth projects; provide a safe haven for youth

St. Paul's Lutheran Church: centrally located providing a meeting space for neighborhood meetings and workshops; provide food bank and clothing for neighborhood residents; have special neighborhood worship service

Millville Neighborhood Alliance: resource allocation for approx. 40 serve as a neighborhood coordinating



coordinate information and public and private partners; council

Citizens United to Protect Maurice conservation group providing community garden projects; established in 1983 and extremely active in advocacy and local river preservation

River: environmental and guidance and volunteers for

Help and Hope: provision of food through a volunteer food bank for residents in need

(e) Lapsed Neighborhood Plans:

The following chart will identify outcomes from the previous Neighborhood Plan and provide a status update on how much of the expected outcomes have been achieved. Many of the outcomes that were slowed by the 2008 recession and the subsequent fallout are now gaining momentum and continuing to achieve positive results.

Outcome	Status
20% reduction in crime and delinquency in the neighborhood	Continuing: The crime rate has remained stable; HCDC has built an excellent relationship with Police and has provided resources for equipment and additional patrols through NRTC funding
25% reduction in unemployment with enhanced access to jobs, job training	Progress: The unemployment rate at the start of the plan was 14.8 %; current unemployment rate is 5.4 % representing a significant decrease and rebound from the 2008 recession
More comprehensive and collaborative engagement of young people in activities	Achieved collaboration with SHINE, PAL and Holly City Help programs; youth involvement in arts through Arts Creates Excellence

	<p>program by RRCA and MDC every summer (50 youth each year); involvement of youth in development of Wells Fargo Plan; youth clubs such as Robotics and Coding and afterschool clubs; Millville Library offering year round programming for multiple age groups and established a Youth Council; Playstreets summer program includes help from older teens</p>
<p>Expand the range of housing opportunities for existing residents by 40 new/rehabbed units by 2018</p>	<p>Progressing; 120 unit condominium project in downtown recently sold and will be developed in 2020; 12 homeowner units were rehabbed with 10 additional units expected through NPP program in 2021;</p>
<p>A revitalization and expansion of Center city business district</p>	<p>Progressing: At the start of the plan the downtown district was suffering the effects of the 2008 recession; there were approx. 40 % of storefronts that were vacant; Today there are 20% vacancy rate; Two major projects have been developed – the construction of Arts and Innovation building by the Rowan College of SJ and the redevelopment of the 500 block of High Street with new parking and a new 13,000 sf building for health care</p>
<p>A reduction of litter and respect for home property</p>	<p>Achieved: This outcome has been achieved by the consistent work of the Adopt a Block program which monthly has volunteers that collect trash and litter in the neighborhood. This program is supported by the City through the Clean Communities program. Under the NPP program there are two annual clean ups in addition to the monthly litter patrol</p>
<p>Enhancement of streetscapes</p>	<p>Achieved: This outcome has been achieved by the complete reconstruction of Third, Fourth and Sixth Streets in Center City-total investment of \$1.25 million. Fifth Street is scheduled for complete reconstruction (curbs, street, trees) in 2020 (\$410,000). State highway 49 has also been repaved with new sidewalks and curb cuts for handicapped access. In addition, two façade improvement programs has been implemented in the downtown (\$20,000); development of community garden on former dilapidated vacant lot; development of new landscaped parking area in central portion of neighborhood with neighborhood improvement grant; preliminary discussions with OmniTrax owner of railroad for joint right of way improvement project</p>

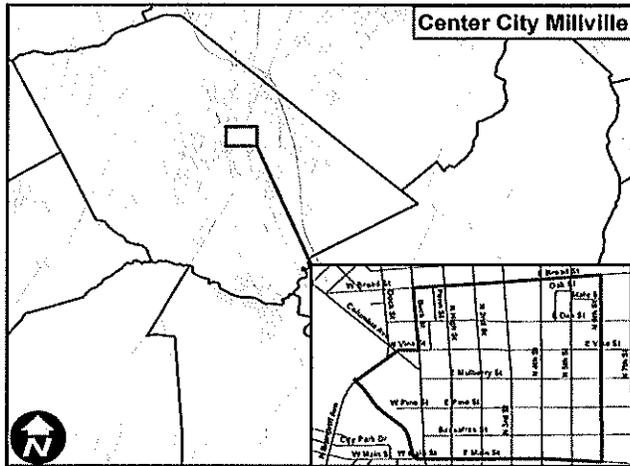
<p>Repair and maintenance of building facades; reduction in blight; enhancement of public places</p>	<p>Achieved: 12 homeowner units rehabbed; Two rounds of façade funding through the City's CDBG program and NJCC's Thrive program have been implemented resulting in 20 facades being upgraded; new funding approved for another 10 facades for 2020; demolition of 10 residential properties with NRTC funding; demolition of 3 commercial properties; financing of new college building in downtown; development of community garden in former blighted vacant lot; consistent meetings with City inspection supervisor to coordinate efforts and report problem properties; provision of 12 neighborhood improvement grants to partners</p>
<p>Greater empowerment of residents by engaging Neighborhood Council to provide NRTC program and Policy direction in coordination with HCDC</p>	<p>Achieved: Staffing of 2 full time community builders and one part time community connector to engage residents; NeighborGood festival held in 2017; Faith based community involved through First Methodist, First Presbyterian, St. Paul's Lutheran and Bethel AME churches offering health fairs, afterschool programs, special worship, food and clothing distribution; events posted on social media for greater recognition; summer program Playstreets shared with PAL and SHINE youth; new land bank legislation recently passed; city reviewed all abandoned property ordinances ; City to add Neighborhood Plan to Comprehensive Plan of City; Staff attending neighborhood redevelopment workshops through Wells Fargo Regional Foundation</p>
<p>Development of programs that address existing gaps in social and neighborhood services</p>	<p>Achieved: development of Playstreets so that youth have recreation opportunities; development of Connecting Families to Communities program thru Pascale Sykes to strengthen families; development of healthy communities program to educate residents on healthy living; provision of school backpacks to all youth in neighborhood; proposed NRTC funding for addition to Public Library; coding club and robotics clubs for youth</p>

Section 5: Neighborhood Description and Statement of Need

Neighborhood Description:

Center City Millville is one of the city's oldests neighborhoods- the urban core of the city that encompasses the original grid pattern of streets adjacent to the Maurice River. It

contains the city's central business district that is now known as the Glasstown Arts



District and many of the historic homes that were once residences of the owners, managers and workers of the original mill and glass factories. The heart of the city's establishment and growth occurred in this neighborhood in which all of the resources for commerce were received and distributed via the river and the power for all operations came from the this water source. A short rail line owned by

OmniTrax bisects the neighborhood. Two state highways intersect at the southern boundary: Rt. 47 and Rt. 49.

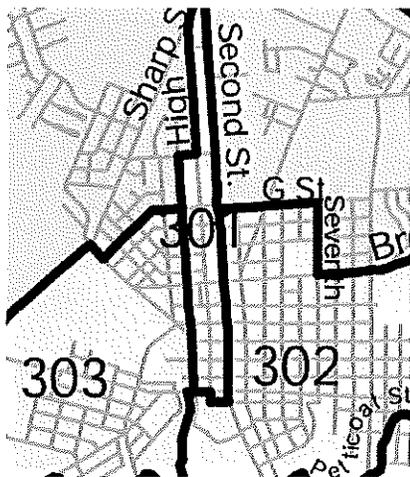
The boundaries for the neighborhood are Main Street (State highway 49) on the south, the Maurice River on the west, Broad Street to the north, and Sixth Street on the east. A total of 38 blocks within two census tracts (301,302). The downtown area, High Street from Broad to Main, is zoned B-3, Central Business while the riverfront has a separate designation for multi-use waterfront development () and the residential area is R-5, High Density single and multi-family residential. Approx. 66% of the land use is residential, 10% vacant, and 7% commercial.

A total of 2,400 people live in this neighborhood. The neighborhood is fairly diverse with a total land area of .24 sq miles.

Census Tract 301; Block Group 001

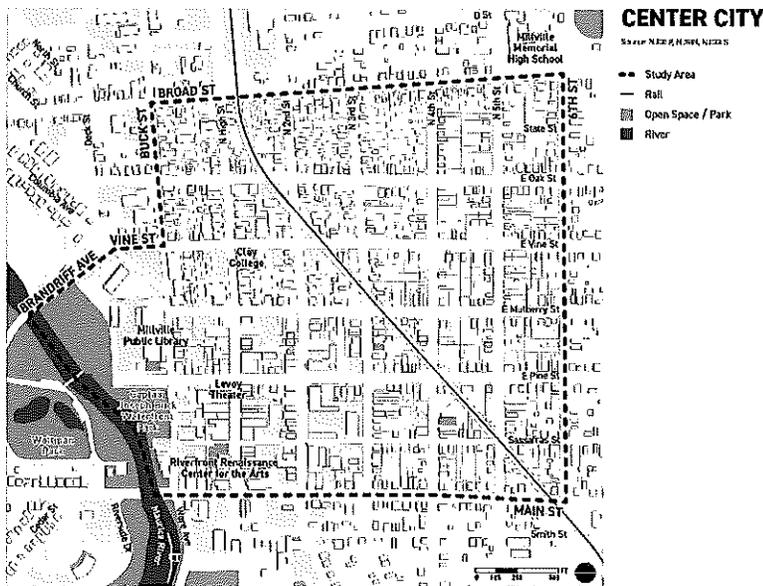
Census Tract 302; Blockk Groups 003, 004

Many of the city's important civic buildings are located within this neighborhood, including the post office, Rowan College of SJ satellite campus, Millville Public Library, Millville Housing Authority. City Hall and the Police Administration building and court are just one block outside the neighborhood boundaries. The neighborhood is truly the face of Millville, with most commuters passing through one of the main arteries for access into or out of the city. A bus stop is located within the central portion of the neighborhood.



A quick visit to Center City would present an image of a physically challenged neighborhood of low income and residents, rental properties, and blighted properties. This image has led to a perception of high crime and insecurity.

While these images may demonstrate the need for revitalization, they do not capture the commitment and resiliency of residents, or willingness to be part of the solution. Residents in Center City have demonstrated their desire to create a better community by participating not only in this planning exercise, but by attending and planning events sponsored by the city and HCDC. Both the City and HCDC have the capacity to lead the renaissance of Center City and fulfill the vision of its residents and there are areas of strength to build upon.



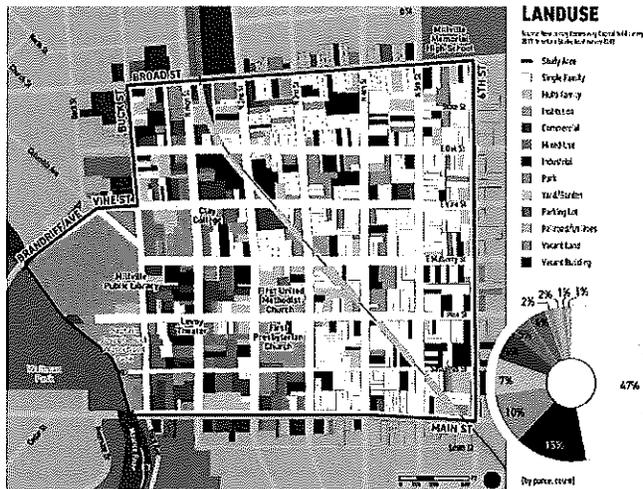
After completing a parcel by parcel survey in 2019, key themes emerged providing direction for policy and programming:

- Weak residential market-low property sales and low sales prices
- Declining homeownership – 10% decline since 2014; only 23.2% owner-occupants
- Property conditions – 65% of structures are only in “fair”

condition, including 75% of investor owned units; 28% are in good condition

- Vacant structures – approx. 90 vacant homes (15%) and 25 commercial/mixed-use properties; 60 foreclosures in past 4 years
- Crime- higher crime rate than city as a whole; two areas of concern for violent and property crime and drug offenses

Today, Center city is a neighborhood in transition, with residents working hand in hand with city government, nonprofits, and faith-based institutions to redevelop the landscape and stabilize the community. The 2008 recession had severe and lasting impacts in the form of foreclosures, blight and homeowner defaults. A market for housing in Center City must be recreated and a sense of community rebuilt. Millville is a city known for its resilience and Center City is modeling that resiliency.



Transportation:

Two are the strengths of the neighborhood are its walkability and the access to the limited public transportation system available in Cumberland County. The neighborhood has a NJ Transit bus stop centrally located on N. Second St. (Rt. 47) which provides transportation to Rowan College of NJ, commercial shopping districts on Rt. 47, and the main bus depot for the area in central Vineland, NJ. In addition there is a NJ Transit east/west bus route with bus stop just outside the neighborhood on Rt. 49.



The Winchester/Western short rail line, which connects to national Conrail lines was recently purchased by OmniTrax, a multinational logistics, development and transportation company. This operational rail line bisects the neighborhood. The right of way for this line serves as a walkway across the neighborhood, with residents utilizing the existing pathways adjacent to the rail lines. Because this area is heavily used by pedestrians, one of the strategies will be to work with the owners to develop a rails to trails pathway with lighting and sidewalk.

Conditions Establishing a Need for Revitalization:

In addition to the concerns noted above from the parcel survey, the following statistics and tables will illustrate the need for revitalization within Center City. The data has been obtained from the American Community Survey, 5 year estimate for Census tracts 301 and 302 and the appropriate block groups. Data was also obtained from ESRI estimates based on US Census data. New census data will be available after the 2020 Census is completed.

Population:

The total population of Millville was estimated to be 28,400 persons in 2010, and was 27,633 in 2017. The population of Center city Neighborhood in 2010 was estimated by ESRI to be 2,408 or approximately 10% of the city’s population. There are 1,161 males and 1,245 females. Table 1 contrasts population trends from 2010 – 2023. The population is projected to decline slightly in the next three years with average household size staying the same. The vast majority of households are family units; however only 17% of those are married and 58% do not have children under the age of 18. There are also 37% of family households run by a single head of household- evenly split between female householder, no husband and male householder, no wife.

Table 1

Population Trends: Millville, NJ and Center City Neighborhood

Jurisdiction	Population 2010	Population 2017	Population 2023	Change 2017-2023
City of Millville	24,800			
Center City	2,408	2,406	2,375	-0.26%
Households	895	882	867	-0.34%
Families	537	530	521	-0.34%
Avg HH Size	2.69	2.73	2.74	
Median Age	29.5	30.1	31.1	

Source: ESRI/US Census

Center city is a diverse area of the city, with the majority of residents (54.3%) non-white. The largest racial/ethnic group is Blacks with over one-third of the population and those of Hispanic origin over a quarter of the population. The Hispanic population is largely of Puerto Rican heritage. While White residency is expected to decrease by 5%, the Black and Hispanic populations are expected to remain the same. The neighborhood is significantly more diverse than the city as a whole which has 74% of its residents as White and 19% as Black.

Of the adult residents, 45% speak only English, while 19% speak Spanish.

The median age of the population is 30.1 years, which is younger than the overall average of the city (37.9 years). Over 70% of the population is considered adults (18+ years), and eligible to vote. About 10% of the population is above the age of 65 years.

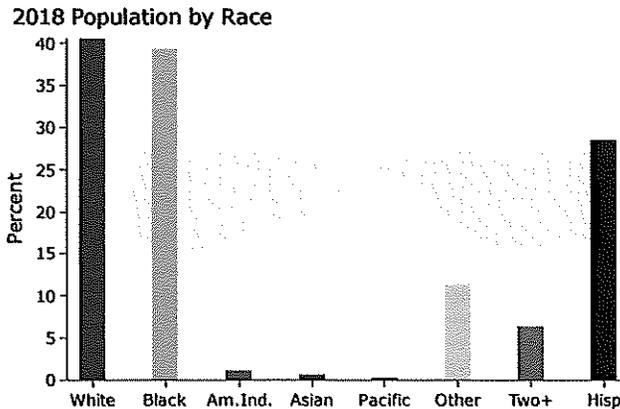
When asked in a door to door survey in 2018 how long they had lived in the neighborhood, 41% of the respondents said less than 5 years.

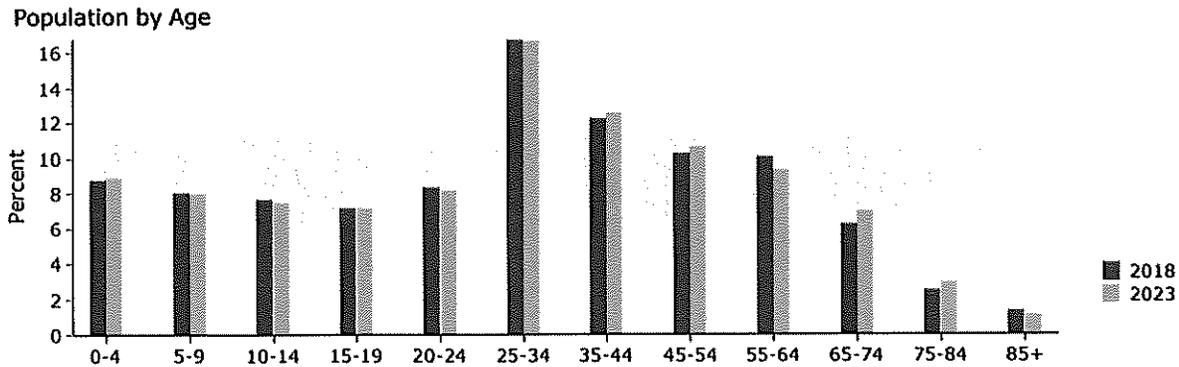
**Table 2
Households by type 2018**

Household Type	Percentage
Family Households	82.6%
Married couples	17.2%
Family w/ no children under 18	57.9%
Non family Households	17.4%%
Household Size	
1 person	32.4%
2 person	23.2%
3person	16.0%
4+ persons	28.0%

**Table 3
Ethnic and Racial Breakdown Center City Neighborhood 2010-201**

Population Sector	2010	2018	2023 projected
White (non-hispanic)	45.7%	40.6%	40.5%
Black	37.6%	39.4%	39.4%
Hispanic Origin	23.5%	28.5%	28.5%
Asian-Pacific	0.8%	1.1%	1.1%
Am Indian/Alaska Nat.	1.2%	1.2%	1.3%
Two or more races	5.5%	6.4%	6.3%
Other	9.1%	11.3%	11.4%
TOTAL			





The data on educational attainment indicates a population that has struggled to complete high school and attend college. The high school graduation rate is less than 38%, not that far behind the overall rate for the city at 41%. Over a quarter of the population does not have a high school diploma. This significant difference is occurring in a neighborhood that houses the Board of Education offices, and two community college satellite buildings. Clearly this is an area of concern as it relates to income, ability to own a home and obtain an in-demand job that pays a living wage. For the neighborhood and the city as a whole, the opportunity of a college education right within the neighborhood, has to be marketed in a more meaningful way. The jobs in the immediate future-jobs with a living wage and opportunity for advancement, will require a much higher level of education.

Table 4
Educational Attainment 2018

Age 25+ Education Level	City	Center City
Less than 9 th grade	3.8%	9.6%
Some HS, no HS diploma	9.4%	17.3%
High School Grad, GED	41.3%	37.6%
Some College-no degree	19.7%	21.0%
Associates Degree	7.2%	8.1%
Bachelor's Degree	13.1%	2.6%
Advanced Degree	5.3%	3.8%

Source: US Census, American Community Survey, 2011-2015, Dec. 2016

Income:

Center City is a neighborhood of lower income households. One in four of the families living in Center City has income below the poverty line, and nearly 75% of those living in poverty are female headed households. In the city in general has just over 14% of its families living below poverty level. The income levels are expected to stay level in the next three years.

Median household income in the neighborhood in 2018 was \$24,318 compared to \$61,672 in the City. This represents a wide disparity between the neighborhood and the city – neighborhood income is only 39% of the median income in Millville, and only 32% % of the median hh income in the entire state. Center City residents have one third the

income of most NJ households. Median hh income also declined from 2010 when it was just over \$30,000 while the City registered a 23% increase over the same time period.

Table 5
Household Income

Household Income	Percentage of Households 2018	Percentage of Households 2023
Less than \$15,000	29.8%	29.0%
\$15-24,999	21.2%	20.0%
\$25-34,999	13.6%	14.0%
\$35-49,999	12.7%	13.0%
\$50-74,999	12.9%	13.4%
\$75-99,999	5.1%	5.5%
\$100-149,000	2.3%	2.5%
\$150-\$199,000	0.7%	0.7%
\$200,000 or more	1.8%	0.7%
Median HH Income	24,318	25,578
Avg HH Income	37,353	40,627
Per Capital Income	13,259	14,366

Income Comparison

Jurisdiction	Median hh Income 2010	Median hh income 2018	% change
Center City Neighbor.	\$30,009	\$24,316	-19%
City of Millville	\$50,022	\$61,672	23.3%
Cumberland County	\$50,004	\$49,537	.9%
State of NJ	\$71,180	\$76,475	7.4%
United States	\$52,762	\$57,652	9.3%

Table 6
Persons below Poverty

Units below poverty	Percentage Neigh	Percentage City
Persons below poverty		19.2%
Households below poverty	27.4%	
Female headed households	20.6%	34.6%
Families w/ public assist. Income	5.8%	
Families w/ food stamps	46.2%	19.2%
Families w/ SS Income	39.4%	7.6%

Source: American Community Survey Summary, 2012-2016

Data on poverty levels tell a similar story, with over a quarter of the Center City households living on incomes below the poverty line. One in five of those households is headed by a female, and one-third of those in poverty are children.

These income statistics demonstrate that Center City is a very low income community, with many with incomes below the poverty line and many women and children affected by a lack of income. There is a compelling need for more revitalization efforts in this community. Raising income through education, job training, upskilling and financial literacy must be priorities of any effective neighborhood plan. Lack of income affects not only employment, but housing choice, safety, and overall life chances.

Low and Moderate Income:

NRTC plan requirements ask for evidence that at least fifty percent of household in the target neighborhood are of low and moderate income(80% median income) and at least 25% of households are of low-income (50% or less of median income). In 2018 the median family income for county residents, per HUD was \$62,400. This is the number utilized to determine income limits (by family size) and income status. Therefore, any income under \$49,920 (2018) would be considered moderate, while under \$31,200 would be considered low income. HUD further refines this by household size as follows:

HUD Income Limits – Cumberland County, NJ

FY 2018 Income Limit Area	Median Family Income Explanation	FY 2018 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
Vineland-Bridgeton, NJ MSA	\$62,400	Very Low (50%) Income Limits (\$) Explanation	23,600	26,950	30,300	33,650	36,350	39,050	41,750	44,450
		Extremely Low Income Limits (\$)* Explanation	14,150	16,460	20,780	25,100	29,420	33,740	38,060	42,380
		Low (80%) Income Limits (\$) Explanation	37,700	43,100	48,500	53,850	58,200	62,500	66,800	71,100

Extrapolating from the US Census Data from 2018, shown earlier in Table 5, it is estimated that the following number of residents in the neighborhood are an moderate:

80% threshold: \$49,920

50% threshold: \$31,200

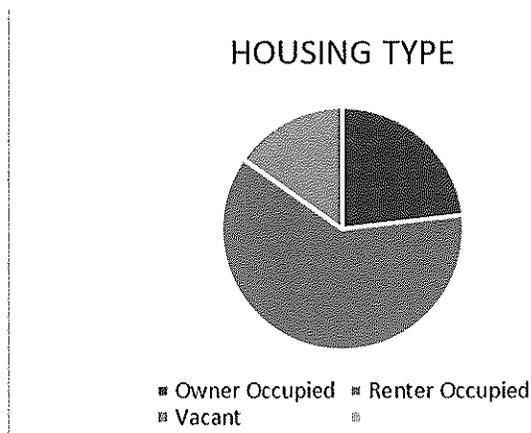
77.3%

61.0%

From the data it is clear that three quarters of the residents meet the moderate requirement, while nearly two-thirds are very low income meeting the low income requirement. Center City easily exceeds both the 80% and 50% thresholds for NRTC eligibility. These indicators establish the need for strategies and outcomes that can break the cycle of poverty and distress demonstrated in Center City.

Housing:

There are just over 1,000 housing units in the neighborhood, with a 15.3% vacancy rate. The vast majority of these housing units are renter-occupied; in fact, rentals outnumber homeowner units by nearly a 3:1 margin. The median value of all housing is \$132,692. Over 50% of the housing was constructed prior to 1939



Despite the larger percentage of rental units, 50% of the dwellings are single family attached or detached. Where rentals do exist they are generally in structures with 4 or less units. There are a large number of single family attached units that have been converted to 4 rental units. There is one 100 unit complex in the neighborhood- the Jaycee Plaza operated by the Millville Housing Authority and dedicated to senior

living.

Table 7

Housing Occupancy and type

Total Housing Units	1,041
Occupied Units	84.8%
Owner Occupied	23.2%
Renter Occupied	61.6%
Vacant Units	15.3%
Media Home Value 2018	\$132,692

Source: American Community Survey 2012-2016; ESRI forecasts based on US Census 2010

Table 8

Residential Structures

Type of Unit	Percentage of Units
Single Family Detached	28.3%
Single Family Attached	22.2%
Two Units/Duplexes	20.1%
Apts 3 – 4 units	14.7%
Apts. 5-9 units	0.7%
Apts. 10-49	6.9%
50+ units	7.7%

Source: American Community Survey, 2012-2016

For those that are homeowners, the data indicate that the vast majority, 78.2% have an existing mortgage and 22% are debt-free. In terms of monthly housing costs, about one third of homeowners are cost burdened, paying more than 30% of income for shelter. The highest proportion of those cost-burdened are paying 40-49% of income for housing. The majority, 42% of homeowners, are paying less than 30% for shelter. Still, it is important to note that in order to keep the homeowners, their housing costs will have to be lowered or their incomes increased. Since homes are selling at less than market value right now, it would appear that income is the issue rather than housing cost.

Table 9

Gross Rent and % HH Income 2016

% of income	% of population
Less than 10%	0.0%
11-20%	5.1%
21-30%	25.5%
30-39.9%	30.8%
40-49.9%	6.0%
50%+	39.1%

Source: American Community Survey Summary, 2012-2016

This table raises real concerns about the affordability of the rental housing within the neighborhood. With most dwellings being renter-occupied, the data shows that over 50% are severely cost-burdened, with renters much more affected than homeowners. When the metric of more than 30% of income toward shelter costs is used, 75% or three quarters of the residents are cost-burdened by their housing. With rents at a fair-market level, it is clear that strategies need to be developed to raise the income of the population. This correlates to the low percentage of educational attainment, homeownership, and occupation type. To change the dynamic of the neighborhood and truly give people hope for a brighter future, HCDC and partners must focus on long and short term strategies to raise the level of household income.

Employment:

One of the goals of the Neighborhood Plan will be to find ways to provide jobs and job training for residents. Nearly 17% of the adults were unemployed in 2018.

The vast majority of the residents employed have jobs within the services and retail trade sectors. This correlates with the low incomes and educational attainment of the neighborhood. Manufacturing, which is more abundant in Millville than the rest of the country, also provides 13% of the neighborhood jobs. Many of the jobs in these sectors would also be within walking distance of the neighborhood. Although one third of those working work outside of the county, two-thirds work less than 30 minutes away from their

residence. Only 7% used public transportation to get to work. Within southern NJ, public transportation is extremely limited and usually not reliable.

Table 10
Labor Force 2018

Status-	Center City Percentage	City Percentage
Civilian Employed	83.1%	
Civilian Unemployed	16.9%	

Table 11
Employment Sectors

Employment Sector	% employed in Sector
Manufacturing	13.1%
Agriculture/Mining	0.1%
Services	57.5%
Transport/Warehousing/Utilities	0.6%
Construction	2.5%
Wholesaling	1.3%
Retail Trade Industry	20.7%
Information	0.2%
Finance, Insurance, Real Estate	1.9%
Public Administration	2.4%

Table 12
Employment by Occupation

Occupation	Percentage
White Collar	34.0%
Management/Finance	2.8%
Professional	9.9%
Sales	10.5%
Admin. Support	10.8%
Services	41.3%
Blue Collar	24.8%
Farming/Forestry/Fishing	0.0%
Construction	0.9%
Install/Maintenance/Repair	4.1%
Production	11.0%
Transportation	8.7%

Crime:

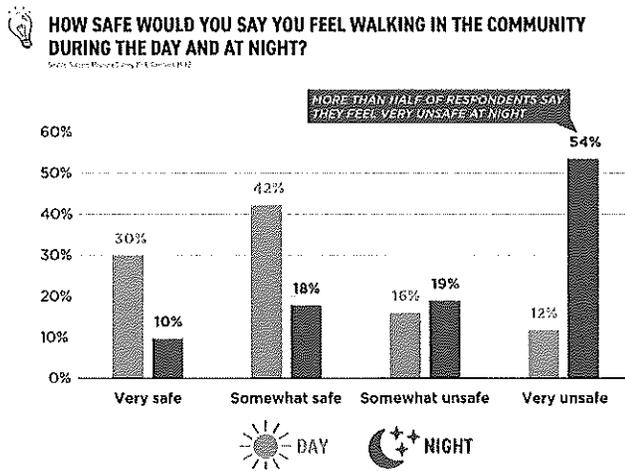
As the map expresses, Center City has several hot spots when it comes to violent and property crime. According to the Uniform Crime Report, violent crime incidents fall into several distinct categories: aggravated assault, arson, murder, and robbery. Based on the estimated population for the neighborhood, the violent crime rate was 20.52 per 1,000 residents for Center City, compared to 6.92 for the City of Millville as a whole, and 5.11 for Cumberland County (2014).

Between 2014 and 2017 violent crime incidents have shifted from being concentrated in the Pine Street area of the neighborhood to the area surrounding Oak Street. There were 4 aggravated assaults and 1 robbery within a 1 block radius of the intersection of Oak Street and N. 2nd Street.

Property Crime: Property crime incidents fall into several distinct categories: burglary, larceny theft, and motor vehicle theft. As with violent crimes above, the property crime rate was calculated in 2014 per 1,000 residents for Center City, the City of Millville, and Cumberland County. This calculation shows the property crime rate in Center City to be higher than in Millville or the county as a whole, although less elevated than the violent crime rate.

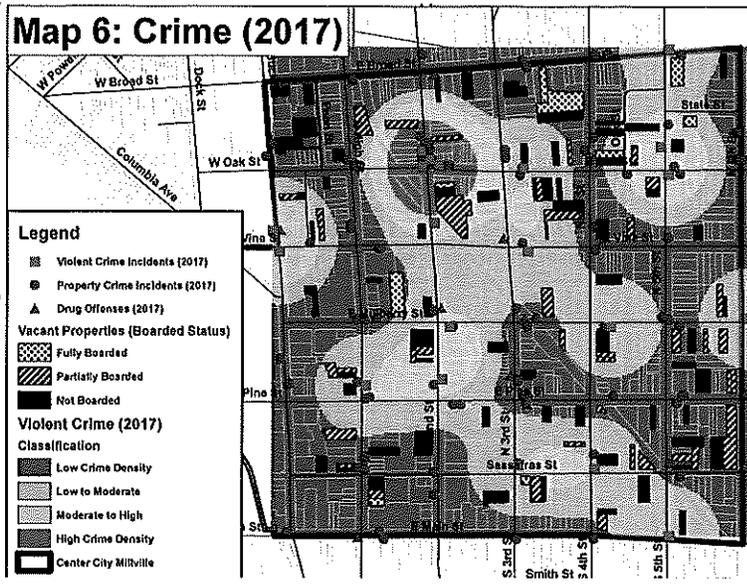
Property crime incidents have shifted from a concentration in the southern part of Center City between N. High Street and N. 3rd Street (mainly between Sassafras & Pine Streets) in 2014 to also concentrate in the area surrounding Oak Street in 2017.

Analyzing the location of (CDS/Distribution, CDS/Possession: Drug Overdose, Drug Paraphernalia, etc.) in neighborhood for the through 2017, revealed are concentrated in two the neighborhood. The area surrounding the of Pine Street and N. 3rd had several incidents 2016, and 2017. The other area is around the intersection of Oak Street and N. 2nd Street. There are roughly 28 incidents in this neighborhood per year.

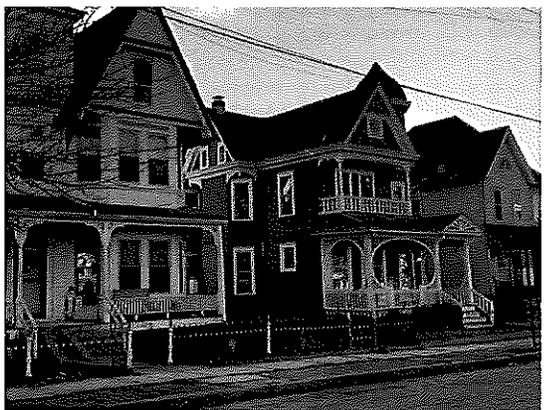


drug offenses
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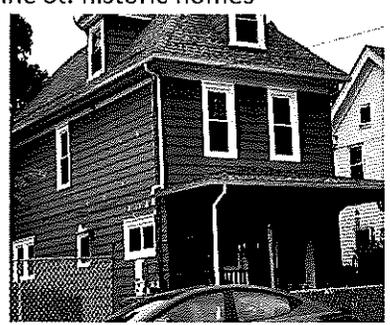
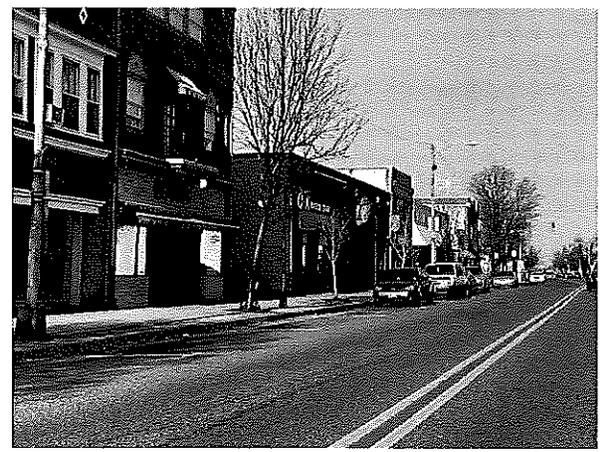
Drug offenses have concentrated in two key parts of the neighborhood during this period: The area surrounding the intersection of Pine Street and N. 3rd Street, and the intersection of Oak Street and N. 2nd Street. Multiple drug-related offenses occurred in 2014, 2015 and 2017 within a one block radius of these intersections.



NEIGHBORHOOD PHOTOS



Pine St. historic homes



Typical sf home (Fourth St.)



Multi-family dwelling under rehabilitation



Communtiy Garden on Third and Pine Sts.

Data Conclusions and Eligibility:

The What do we know from the data, about the conditions within the neighborhood that could respond to a comprehensive revitalization plan? The following points the conditions around which a revitalization strategy must focus in order to effectively revitalize the Center City Community:

- A poor neighborhood- high poverty rate, especially among female head of households; nearly 20% of families living below the poverty line
- A neighborhood of low educational attainment – only 3% of the population 25 years of age or older had a bachelor's degree in 2016, compared to 12% in the City and 23% in the state
- High unemployment- 17% in 2018
- Weak residential market- residential property sales have averaged 26 homes per year, with just 3 purchases for homeownership
- A decline in homeownership and property maintenance; investors have the biggest stake in real estate in this neighborhood; 65% of all buildings only in "fair" condition
- A glut of investor owned property - 62% of the occupied residential buildings
- Housing affordability – severely cost-burdened renters; 75 % paying more than a third of their income for shelter
- Crime- higher violent crime rate than rest of city; concentrations of crime within neighborhood

MUNICIPALLY ADOPTED PLANS:

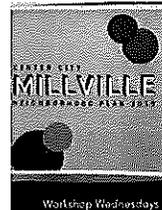
As part of this process, numerous existing plans were reviewed for consistency with the NRTC Neighborhood Plan.

Center City Redevelopment Plan: The City of Millville adopted a Center City Redevelopment Plan in 2005. It did not have a specific redevelopment project attached to it, but rather was more a determination of the need to redevelop the area which included the downtown district and the surrounding residential area. The City is presently updating this plan in 2020 (currently underway) to reflect several redevelopment projects including the development of a neighborhood health care facility in the 500 block of High Street, and the addition of 13,000 sf to the Millville Public Library. New residential development will be anticipated by the plan as well.

The neighborhood strategies proposed by this plan will be advanced by the presence of a redevelopment zone and plan. All of the strategies will be complementary to the plan.

Center City Neighborhood Plan: In late fall 2018 HCDC was awarded a planning grant from Wells Fargo Regional Foundation to create a resident driven neighborhood plan for the 38 block Center City neighborhood. This plan was completed in May 2019 and resulted in goals of beautification, housing development and homeowner rehabilitation, workforce training and job creation, and civic leadership. The vision created by the residents in this plan is totally consistent with the vision of this plan. The process that

was utilized to create this plan was equally important to the strategies developed to implement each goal. This was truly a stakeholder driven plan with strong participation from the residents and particularly the youth in the neighborhood. Over 700 households were surveyed and every was reviewed as part of the process. This provided extremely demographic information.



property relevant

Millville Master Plan: The City is in the process of adopting the Wells Fargo funded Neighborhood Plan as part of their comprehensive plan. The Mayor and City Commission are fully supportive of this plan and would like to incorporate the strategies into the city's roadmap for future development.

Property Survey Report: Center City Millville: Building toward the Future: In 2017 NJ Community Capital worked with HCDC and completed a survey of every property in the neighborhood. The conditions of each structure were noted, residential trends were analyzed, and recent data on crime was reviewed.. Much of the report was focused on foreclosed and abandoned properties with recommendations for neighborhood strategies. Numerous maps were provided in order to visually understand the distribution of the data. This study was repeated by the City in 2019 to obtain updated data.

Based on its finding the report concluded with a series of recommendations being implemented through this and other Neighborhood Plans, including improving vacant lots, organizing residents, prioritizing housing rehabilitation activities, and expanding homeownership opportunities.

Millville Neighborhood Alliance Action Plan: This coalition began meeting in Jan. 2016 with representatives of over 20 organizations. The Alliance was started with support from Millville Urban Redevelopment Corp., HCDC, and the Cumberland Empowerment Zone. The Alliance is intended to help coordinate efforts of member organizations around the areas of resident empowerment, neighborhood stabilization, and neighborhood prosperity. Their action plan included recommendations for strategies that would assist people such as education, build community, and leverage economic development resources

Public Safety Report 2006-2014: The Millville Housing Authority, HCDC and the Millville Police Department hired NJ Community Capital to undertake a geospatial analysis of crime trends in the City and specifically the Center City neighborhood. The study identified that crime, while on the decline overall, was becoming more concentrated in the Center City Neighborhood and provided recommendations on how to address several hot spots. From this report HCDC developed the strategy of providing training for law enforcement offices through Crime Prevention through Environmental Design and enforced curfew for juveniles. HCDC also incorporated aid to the Police Department in several of its NRTC annual applications for funding.

Millville Community Center Feasibility Study 2016: This is a study supported by the Housing Authority and the City which developed the concept of a community center

without walls. A number of stakeholders and organizations were involved in developing the community center campus concept, particularly the Millville Public Library, the Holly City Family Center, and the City of Millville. Rather than construct a new community center, the synergy that could be developed at shared location along Buck Street would allow these partners to bring together communication tools, program, and existing facilities to create a “community center” albeit within a larger campus environment. The NRTC program to date has supported this concept, with the 2019-2020 application allocating funds for the Millville Public Library addition that would enhance the library as a community center location.

Section 6: Neighborhood Assets and Involvement

With the downtown within its boundaries and numerous civic institutions as well as the Maurice Rive waterfront, the Center City neighborhood contains many assets. With the right mix of timing and resources, this area of the city, which is heavily trafficked and well-known, has the potential for sustained prosperity. When assets that are merely a block or so away are included, such as City Hall and Police Headquarters, the neighborhood has a rich environment of significant benchmarks.

New construction expected in 2020 and 2021 will add to the already rich blend of assets. A health care facility for uninsured and underinsured will begin construction in late 2020, taking a blighted area of the downtown and redeveloping it into a much needed service hub. Then, in 2021, construction is expected to begin that will double the size of the public library, creating a teen center and functionally turning the library into a community center as well as academic center.

The downtown and neighborhood lights up literally and figuratively when the Levoy theatre has a show. This 1920’s theatre, completely renovated in 2008, hosts community theatre and national acts that attract people from outside the community. The city’s post office is perhaps the busiest corner in the city and is adjacent to HCDC headquarters on Mulberry Street. A public art center anchors the Glasstown Arts District while the Holly City Family Center provides a recreational center for citywide residents. Two buildings owned and operated by Rowan College of NJ are within the target area.

Medical

Complete Care Health Center (coming)	530 N. High St.
Cumberland County Health Dept.	8 Mulberry Street
Pediatric Doctors	Main and Buck Streets

Transportation

NJ Transit Bus Stop	Second and Vine Streets
OmniTrax Short Rail Line	Bisects entire Neighborhood
Cab, Lift, Uber service	Neighborhood wide

Educational

Rowan College of SJ	10 N. Buck
Rowan College of SJ	321 N. High Street
Millville Public Library	210 N. Buck St
Millville Historical Society	E Main Street
Holly City Help Center	21 E. W. Main St
Millville Board of Education Offices	110 N. Third St
Holly City Development co-working	14 E. Mulberry St.

Parks and Recreation:

Captain Buck Park	Buck and Main Streets
Holly City Family Center-swim & camp	8 E. Mulberry St
Fourth St. Park	109 N. 4 th St
SHINE headquarters	201 N. Second St
Maurice River Waterfront/Boardwalk	Buck St
Playstreets	Pine Between 2 nd and 3 rd

Community

Millville Public Library	210 N. Buck St
American Legion Hall	220 N. Buck St
Holly City Development Corp	14 E. Mulberry
Holly City Family Center	18 E. Mulberry
Community Garden at Library	210 N. Buck St
Community Garden at Third	131 N. Third St
SHINE headquarters	201 N. Second St
Social Services Center – Holly City Help	21 E. Main St
Millville Post Office	200 N. High St
Levoy Theatre	130 N. High Street
Glasstown Arts District	First
Veterans Multi-Service Center	415 N. High Street

Celebrations/Events

Neighborhood Festival	Third St between Vine and Mulberry
Christmas Festival	N. High from Broad to Main
Christmas Parade	N. High from Broad to Main
Millville Car Show	N. High from Broad to Main
Community Day	Capt. Buck Park, Buck St.
Third Fridays	N. High from Broad to Main
Olympic Day Parade	N. High from Main to Broad to Sixth
Artist Studio Tours	Glasstown Arts District and neighborhood
Plein Air Painting Dady	Glasstown Arts District and neighborhood

Halloween Ghost Tour	Glasstown Arts District
Scavenger Hunt	Glasstown Arts District

Retail/Commercial

Glasstown Arts District	High Street Main to Broad
Rt 49 Second to Buck	
Broad St Buck to Second	

Regional Assets

Complete Care (under construction)	530 N. High St.
Cumberland County Health Dept.	18 E. Mulberry
Rowan College of SJ	10 Buck and 321 N. High
HCDC Co-working Space	14 E. Mulberry
Levoy Theatre	130 N. High St
Maurice River Waterfront & Boardwalk	Buck St. from Buck to Pine St.

Neighborhood as a Municipal Revitalization Priority

There have been several recent actions by the City Commission of the City of Millville that demonstrate the neighborhood is a municipal priority. The entire target neighborhood is part of an area that was designated as “**an area in need of redevelopment.**” This designation occurred in 2005, and since physical, economic and demographic conditions have changed since that time, the City has entered into a contract with CME Associates to develop a new Redevelopment Plan, in conformance with all the requirements of the Local Housing and Redevelopment Law. This plan should be completed by early fall 2020 and will incorporate the data and objectives of the Neighborhood Plan developed in 2019. One of the lead projects in the plan will be the redevelopment of the 500 block of High Street, which includes the development of a new medical headquarters and offices for CompleteCare, a health network.

Census Tract 302 is a critical part of the neighborhood—it represents the central business district and the Glasstown Arts District. The city successfully nominated this census tract to be designated a federal **Opportunity Zone**. This provides the city with an additional incentive to stack with tax abatement, urban enterprise zone and special financing.

Over the last 3 years, the city has utilized state transportation funds to **pave, create new curbs and new sidewalks** on four significant roadways in the neighborhood: Third St.,

Fourth St., Fifth St. and Sixth St. This represents an investment of approximately \$1.2 million in the infrastructure of the neighborhood.

Two rounds of **façade grant funding** were provided by the City to the Millville Development Corporation (\$20,000) for the purpose of providing façade improvement grants to eligible businesses in the downtown. This funding from the city's CDBG program resulted in _____ businesses being assisted.

The city recreation department also partnered with HCDC and the MDC on **several events in the downtown**, including the Playstreets program, Scarecrow Contest and Holiday Festival.

As part of the construction of Rowan College's **Arts and Innovation Building**, a classroom was designed in the downstairs. This classroom is used for neighborhood-based workshops, meetings, and classes and designed to get residents to feel comfortable in the college building. In addition, 900 sq. ft. portion of the building with frontage on High Street was provided free of charge to an economic development non-profit organization.

The city and Planning Board participated fully in the development of the **Wells Fargo Neighborhood Plan** in 2019. They are working to incorporate the plan as part of their Comprehensive Plan, and will use it to guide capital improvements in the area. This is a resident driven plan designed to guide the revitalization of the neighborhood over the next 5 years.

Recent Investment

After a long period of disinvestment in the central business district, the past three years after the great recession saw significant private investment.

In the last two years, three retail/commercial buildings have been purchased by the same investor, each for \$125,000. Mr. Edwin Altman of New York City purchased two buildings in the 100 block of High Street and 1 on Buck Street to be used for retail businesses. The buildings are occupied with a mix of uses on the first floor and apartment on the second floor.

Three longstanding vacant, blighted buildings in the downtown were also purchased and renovated. The Fath Building, vacant for nearly 10 years with structural damage, and the tax liens _____ assigned to it, was purchased and partially renovated for \$350,000. A second blighted building, a former bank on the corner of High and _____, has recently been purchased with a complete renovation _____ to a catering hall proposed. In that same block a mixed use building that _____ was partially renovated was purchased with 6 apartments and _____ a _____ commercial space created.



Also during the past two years there have been facades in the downtown upgraded represented a total investment of \$. Many of these storefronts were blighted and needed new paint or signage.

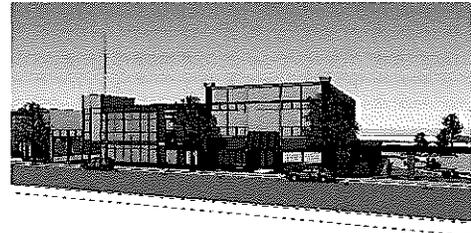
In the residential areas, from 2017 to 2019 the condition of buildings improved NJCC STUDY UPDATE



HCDC provided some incentive to homeowners to rehabilitate their homes by creating a small housing rehab program. Using the resources of this program, 12 homes were rehabbed representing an expenditure of \$78,000.00.

HCDC also provided a neighborhood grant program that resulted in 12 projects and an investment of \$.

As this plan is being prepared, Complete



Care Health Network is beginning construction of a \$6.4 million project that includes land acquisition, clearing, and new construction of a building addition and parking areas on several lots in the 500 block of High Street. This project will become the northern anchor for the Glasstown Arts District and provide significant healthcare services for neighborhood residents.

The city also invested approximately \$1.1 million to save a local landmark. Jim's Lunch suffered structural damage

Neighborhood Involvement

Community Organization Effectiveness: Completed Projects

PROJECT	ADDRESS	TYPE PROJECT	INVESTMENT
Creative Enterprise Center	14 E. Mulberry ST	Construction, rehab, residential & commercial	\$
Arts & Innovation Center	321 N. High Street	Higher ed bldg; land assembly, demolition, construction	\$
Homeowner Rehab	Scattered sites	Residential rehab	\$
Demolition	10 Scattered sites	Residential	\$
Playstreets	Pine St; 2 nd -3 rd Sts	Recreation	\$
Community Policing	All neighborhood	Equipment, patrols	\$

Parcel Survey	All neighborhood	Data collection	\$
Business training and workshops	14 E. Mulberry	Economic development	\$
SHINE Youth Activities	201 N. Second St	Youth development	\$
Family Advocacy		Family counseling	
Community Curriculum	2 N. Sharp St.	Civic engagement and youth develop.	\$
Community Garden Established	N. Third St at Pine St	Civic engagement, youth	\$

Community Support and Engagement:

It is important to note that as part of the Wells Fargo Neighborhood planning process which occurred throughout the year in 2018 and 2019, the residents were consistently meeting and doing project, including a door to door survey to find out what residents wanted and needed. In fact, the number of outreach meetings for that process which immediately preceded the development of this plan is as follows:



- 2 Public Outreach Events
- 17 Stakeholder Interviews
- 156 Collaborative Map Comments
- 82 On-Street Interviews
- 64 Attendees at the February 2019 Public Open House
- 188 Neighborhood Surveys Completed
- 70+ Youth Engaged

THANK YOU



In addition to those engagements noted above, the NRTC neighborhood planning process had its own set of meetings which were also part of ongoing neighborhood engagement in our Pascale Sykes, Robert Wood Johnson, and NPP programs:

Community Meetings:

- Dec
- Jan.

Community Improvement Events

Neighborhood Clean-up:

Community Garden Kick-off: walk the neighborhood and invite residents
Kick off meeting



Adopt-a-block cleanups: April May June

Community Counts- Lakeside School: Jan 7-8, Feb. 11-12, March 11-12, April 13,14

Girls Code Meetings:

Girls Robotics Club Meetings: first Monday October –

December 2019

Family Strengthening Activities:

Healthy Communities Initiatives:

Tile the Town:

Section 7 Vision, Strategies, Activities, and Outcomes

Vision Statement: The following pages from the recently adopted neighborhood plan reveal a clear vision and goals for the neighborhood:

VISION



Center City Millville has become a wonderful community in the heart of South Jersey. The neighborhood is known for its beauty, thriving local economy, safe streets, diverse community members and cultural offerings, and the numerous opportunities available to residents to improve their quality of life. To achieve this vision, the neighborhood will...

1. Be known for its **beautiful streets, well-maintained properties, and lush landscapes.**
2. Benefit from a **lowered crime rate**, giving residents confidence in the future of the **community's safety.**
3. **Host fun, engaging activities** for kids in wonderful public facilities to enjoy throughout the year.
4. **Revitalize the local housing market**, leading to **increased pride, investment, and homeownership** while **providing safe and affordable options for all members of the community.**
5. Work closely with a **City government that is actively engaged with residents** in improving the community.
6. Provide **better educational and career advancement opportunities** no matter one's circumstances in life.
7. Work actively with an engaged faith community to **improve the lives of residents.**
8. Come alive with **regular pop-up events, community gardens, neighborhood art projects, and new and revitalized public spaces.**
9. **Foster an engaged, active, and diverse group** of citizens, young and old, who work collaboratively to help shape its future.
10. **Grow a lively and vibrant High Street**, with a mix of businesses, the arts, entertainment, restaurants, and stores that appeal to both local residents and visitors throughout the year.

GOALS



1. **BUILDING A FUN & HEALTHY COMMUNITY**
to connect residents to our City and each other.
2. **LEVERAGING ARTS & ECONOMIC DEVELOPMENT**
to improve our economy and create beautiful, inspiring places together.
3. **CREATING A MARKET FOR HOMEOWNERSHIP & INVESTMENT**
to foster a neighborhood of well-kept, affordable homes and safe streets.
4. **IMPROVING OUR PUBLIC SPACES**
so that everyone has a great place to meet neighbors, relax, and play.
5. **INCREASING ACCESS TO JOBS & EDUCATION**
to ensure that no matter your age, you can gain access to economic opportunity.
6. **INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP**
to foster engaged, informed, and connected citizens of all ages.

As part of the visionary process, the neighborhood developed these action statements to achieve goals and vision: *The neighborhood will:*

- *Be known for its beautiful streets, well-maintained properties, and lush landscapes*
- *Benefit from a lowered crime rate giving residents confidence in the future of the community's safety*
- *Host fun, engaging activities for kids in wonderful public facilities*
- *Revitalize the local housing market, leading to increased pride, investment, and homeownership while providing safe and affordable options*
- *Work closely with a City government that is actively engaged with residents in improving the community*

- Provide better **educational and career advancement** opportunities no matter one's circumstance in life
- Work actively with an **engaged faith community** to improve the lives of residents
- Come alive with regular **pop-up events, community gardens, neighborhood art projects, and new and revitalized public spaces**
- Foster an **engaged, active, and diverse group of citizens, young and old, who work collaboratively to help shape its future**
- Grow a **lively and vibrant High Street** with a mix of businesses, the arts, entertainment, restaurants, and stores that appeal to both local residents and visitors throughout the year

Strategies: (From the Wells Fargo Neighborhood Plan adopted 2019)

The following pages provide the neighborhood strategies adopted to date under each of the aforementioned goals. In addition, the picture below shows the five priority actions as determined by the residents at a comprehensive neighborhood meeting in 2019:



WE ASKED, WHICH OF THESE IDEAS WOULD YOU LOVE TO SEE HAPPEN IN YOUR NEIGHBORHOOD?
(Total Responses: 445)

HERE ARE THE TOP 5

<p>1 START A NEIGHBORHOOD-BASED WORKFORCE DEVELOPMENT PROGRAM</p>	<p>2 ADVOCATE FOR THE CREATION OF A NEIGHBORHOOD RECREATION CENTER</p>	
<p>3 HOST FUN, FREE FAMILY-FRIENDLY CULTURAL & ARTS EVENTS TO BRING REGIONAL & NEIGHBORHOOD VISITORS DOWNTOWN</p>	<p>4 EXPAND THE PLAYSTREETS PROGRAM</p>	<p>5 HOST A SERIES OF POP-UP PROGRAMS THROUGHOUT THE NEIGHBORHOOD</p>

1. BUILDING A FUN & HEALTHY COMMUNITY

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
★ 1.1 Expand the Playstreets program	1-5 Years	HCDC	Faith-Based Organizations, Millville Police Dept., PAL, Board of Education, Millville Public Library, SHINE Program, RRCA, MDC	NRTC, WFRF, NPP, City Recreation, RW Johnson Grant, Business and Nonprofit Sponsors
★ 1.2 Host a series of pop-up programs throughout the neighborhood	Year 1	HCDC	City, Millville Public Library, Holly City Family Success Center, Clay College, Levoy Theater, RRCA, Faith-Based Organizations	NRTC, WFRF, PNC Arts Alive
★ 1.3 Host a free community dinner under the stars	Year 1	HCDC	Millville Public Library, RRCA, Holly City Family Success Center, Faith-Based Organizations	NRTC, WFRF, First Presbyterian Church Neighborhood Outreach Grant
1.4 Create a comprehensive recreation program	1-5 Years	HCDC	City, Millville Public Library, Holly City Family Center, Holly City Family Success Center, Clay College, Levoy Theater, RRCA, Faith-Based Organizations	NRTC, WFRF, Local and Regional Foundations
1.5 Get fit and healthy by having fun	1-5 Years	HCDC	City, Holly City Family Center, Holly City Family Success Center, Inspira, Local Farms	Robert Wood Johnson Foundation, Inspira
1.6 Host a monthly "Pie Crawl" on High Street	1-5 Years	HCDC	City, MDC, RRCA, Local Farms	WFRF, MDC, Ocean First Foundation

2. LEVERAGING ARTS & ECONOMIC DEVELOPMENT

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
★ 2.1 Make the most of the riverfront & High Street as a platform for events	1-5 Years	City, MDC	RRCA, HCDC, Millville Public Library, Levoy Theater, Clay College, Local Businesses	NRTC, WFRF, Local and Regional Foundations, NEA, Kresge Foundation, ArtPlace, Cumberland County Cultural and Heritage Commission
★ 2.2 Create avenues to bring the arts to the neighborhood (and vice versa)	1-5 Years	HCDC	RRCA, Clay College, Levoy Theater, SHINE Program, HCDC, Holly City Family Success Center	NRTC, WFRF, PNC Arts Alive, Ocean First Foundation, NEA, Kresge Foundation, ArtPlace, NJ State Council on the Arts
★ 2.3 Beautify the triangle and bus stop at 2nd & Vine	Year 1	HCDC	RRCA, Clay College, HCDC, Holly City Family Success Center	NRTC, WFRF, CDBG, NJ DOT Local Aid for Centers
★ 2.4 Create opportunities for creative streetscape interventions	1-5 Years	HCDC	RRCA, Clay College, HCDC, Holly City Family Success Center	CDBG, NPP, NRTC, WFRF, City
★ 2.5 Use art to stabilize & beautify vacant properties	1-5 Years	HCDC	SHINE Program, City of Millville Clean Communities Program	NPP, NRTC, City of Millville, CDBG, NJ State Council on the Arts
2.6 Build little free libraries throughout the neighborhood	Year 1	Millville Public Library	SHINE Program, Community Volunteers, RRCA	NRTC, WFRF, Little Free Library Impact Fund, Business and Nonprofit Sponsors
★ 2.7 Create opportunities for local entrepreneurs to "pop-up" on High Street	Year 1	HCDC	MURC, CCIA (Improvement Authority)	NRTC, WFRF, NJ Community Capital (NJCC) THRIVE Program, NJEDA
2.8 Highlight neighborhood faces, stories, & talents in the Arts District	Year 1	HCDC	SNJ Today, Cumberland County College Communications Dept.	NRTC, WFRF, Local and Regional Foundations, Local banks, City, CEZC, NJCC

3. CREATING A MARKET FOR HOMEOWNERSHIP AND INVESTMENT

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
★ 3.1 Create a pipeline of properties ready for resident homeownership	1-5 Years	City	HCDC, Holly City Family Success Center, Local Banking Institutions, Faith-Based Organizations	NRTC, CDBG, NPP, NJHMFA
★ 3.2 Clean & green vacant lots	Year 1	HCDC	Adopt-a-Block, Non-Profits, City, NPP, Citizens United to Protect the Maurice River	Citizens United to Protect the Maurice River, City of Millville Clean Communities Program, Parks and Recreation Department, Code enforcement Office, NJ Tree Foundation
★ 3.3 Host a fall & spring neighborhood clean-up with an after-party	Year 1	HCDC	City, Recreation Department, Neighbors	City of Millville Clean Communities Program, Code Enforcement, NPP
★ 3.4 Involve police officers in neighborhood events & programs	Year 1	City	Millville Police Department, Cumberland County Prosecutor's Office	PAL, Millville Police Dept., Cumberland County THRIVE grant
★ 3.5 Work with the City to improve code enforcement	1-5 Years	City	HCDC, Neighborhood Civic Groups	City, Property Registration and Vacant/Foreclosed Property Registration
★ 3.6 Improve the safety, comfort, & function of neighborhood streets	1-10 Years	Millville Police Dept.	Neighborhood Civic Groups, HCDC, Faith-Based Organizations, Shade Tree Commission, Millville Police Dept., City	City, State of NJ Municipal Aid Grants, Atlantic City Electric CDBG, NJ Tree Foundation
★ 3.7 Create a homebuyer's education and counseling program	1-5 Years	HCDC	City, Holly City Family Success Center, Local Banking Institutions	NRTC, CDBG, NPP, NJHMFA, HOME Investment Partnership Program

4. IMPROVING OUR PUBLIC SPACES

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
★ 4.1 Advocate for the creation of a neighborhood recreation center	1-10 Years	City	HCDC, Holly City Family Success Center, Millville Public Library, PAL, Local Non-Profits	City, Local and Regional Foundations, Private Donations
★ 4.2 Support the planned library expansion's capacity to meet the needs of residents	1-5 Years	Public Library	City, HCDC, Holly City Family Success Center, Residents	Private Donations, City, State Library Bond
4.3 Build a trail & pocket parks along the rail line	1-10 Years	City	Neighborhood Civic Groups, HCDC, RRCA, Faith-Based Organizations, Winchester and Western Railroad	NRTC, WFRF, NJ DOT, Local and Regional Foundations, NJDEP Green Acres
4.4 Create a community resource center & park in the neighborhood	1-10 Years	City	HCDC, Neighborhood Civic Groups, RRCA, Holly City Family Success Center	NRTC, WFRF, NPP, NJDEP Green Acres
4.5 Partner with local faith-based organizations to uplift the community	1-5 Years	St. Paul's Lutheran Church	HCDC, City, Millville Public Library, Faith-based organizations	NRTC, WFRF, Partners for Sacred Places
4.6 Explore opportunities to redesign the gateway of 2nd & Vine Street	1-10 Years	City	HCDC, Neighborhood Civic Groups, RRCA, NJ DOT, Winchester and Western Railroad, Private Landowners	NRTC, WFRF, Local and Regional Foundations, City
4.7 Host pop-up spaces & activities in cleaned & greened vacant lots	1-5 Years	HCDC	City, Faith-Based Organizations, Local Non-Profits	City, NRTC, NPP

5. INCREASING ACCESS TO JOBS & EDUCATION

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
☆ 5.1 Start a neighborhood-based workforce development program	1-5 Years	HCDC	CCC, CCTEC, WIB	NRTC, WFRF, Workforce Development Division, NJ Dept. of Labor
☆ 5.2 Increase access to quality after-school summer programs and field trips	1-5 Years	HCDC	Millville Public Schools, Holly City Family Success Center, Millville Public Library, Holly City Family Center, SHINE, RRCA WheatonArts, MDC	Cumberland Empowerment Zone-21st Century Grant, Ocean First Foundation, PNC Foundation
5.3 Support the neighborhood's small businesses & entrepreneurs	1-5 Years	MDC	MURC, Levoy Theatre	CDBG, NJ Community Capital THRIVE program, NRTC, UCEDC, NJ EDA, NJCC Lights on Downtown, City, Governor Murphy's Grant opps. for entrepreneurship
5.4 Help artists and entrepreneurs reach a wider market	1-5 Years	MDC	WheatonArts, UCEDC, MURC	NJCC Lights on Downtown Program, NJEDA Lease Assistance Program, CDBG
5.5 Provide free career & education counseling programs	1-5 Years	HCDC	SHINE	Workforce Development Division, CEZ-21st Century Grant
5.6 Offer & strengthen supports to help students stay on track	1-5 Years	HCDC	Cumberland County College, Holly City Family Success Center, Millville Public Library	NRTC, WFRF, Local and Regional Foundations
5.7 Make it easier for parents to be involved at their kids' school	1-5 Years	Millville Public Schools	HCDC, Holly City Family Success Center	NRTC, WFRF, Local and Regional Foundations

6. INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP

RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING
6.1 Organize "field trips" for residents & city officials to learn from other places	1-5 Years	HCDC	City, SHINE Program, Millville Public Library, Arts & Innovation Center, RRCA, MDC, Faith-Based Organizations	NRTC, WFRF, Local and Regional Foundations
6.2 Develop youth leadership in shaping the future of the community	1-5 Years	HCDC	Levoy Theatre, RRCA, Leadership Cumberland County, CCIA	NRTC, WFRF, Local and Regional Foundations, Inspira
6.3 Form a civic association led by neighborhood residents	Year 1	HCDC	City, Holly City Family Success Center, Faith-Based Organizations	NRTC, WFRF, Local and Regional Foundations
6.4 Recruit residents to help lead the City's arts, cultural, & educational organizations	1-5 Years	HCDC	RRCA, Arts & Innovation Center, Millville Public Library, MDC	NRTC, WFRF, Local and Regional Foundations
6.5 Teach residents strategies to advocate effectively for themselves & the community	Year 1	HCDC	City, Holly City Family Success Center	NRTC, WFRF, Local and Regional Foundations
6.6 Hire an outreach coordinator to connect residents to the City's civic organizations	1-5 Years	HCDC	Levoy Theater, Arts & Innovation Center, RRCA, Millville Public Library, Holly City Family Success Center	NRTC, WFRF, Local and Regional Foundations

ATTACHMENTS

1. BOARD MEMBERS:

Brian Tomlin, Board Chairman
Retired Director Chamber of Commerce, business owner, entrepreneur

James Parent, Vice Chairman
Vice Mayor, City of Millville Commission, retired director of the Cumberland County Board of elections, coach, member of the Board of Education

Paula Ring, retired director of Cumberland County Homemakers, nurse, member of the Millville Housing Authority

Curtis Zimmerman, neighborhood resident, retired employee of Wheaton Industries

John Knoop, County Engineer

FORM NP-3: STRATEGIES

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
<p>Identify the strategies to foster preservation & revitalization of the neighborhood.</p> <p>HEALTHY COMMITY</p>	<p>Describe the specific activities to be followed to implement each strategy and achieve the outcome. There may be multiple activities for each strategy.</p>	<p>Identify the projected outcome to be achieved for each activity within the timeframe of the Neighborhood Plan.</p>	<p>Describe the methodology for assessing progress of each activity during the time-period of the Neighborhood Plan. (How will you know whether or not you have achieved the projected outcome? What indicators will you be measuring?)</p>	<p>Identify information sources used to support the progress indicators described above (e.g. Census data, survey of residents, neighborhood canvases).</p>
<p>Expand Playstreets Program</p>	<p>Enroll more partners Participation with faith-based organizations Enlist PAL, SHINE</p>	<p>Increase participation by 10% by year 2; 15% by year 6;</p>	<p>-Increase in # partners involved -increase in # children involved</p>	<p>-partners attending meetings -water bottles distributed to measure # children</p>
<p>Series of Pop up programs in neighborhood</p>	<p>Develop programming and find organizations/individ. To present programming -identify sites</p>	<p>2 pop up events annually year 2-6 (summer/fall)</p>	<p># of pop up events scheduled each year</p>	<p>--summer schedule of events each year</p>
<p>Host free community dinner under the stars</p>	<p>Plan, market and hold a dinner within the neighborhood for all residents</p>	<p>Hold 1 dinner each year from year 1-year 5 for 50+ residents</p>	<p># people attending dinner</p>	<p>-attendance at each dinner from sign-in sheets</p>
<p>Create comprehensive recreation program</p>	<p>Meet and partner with city recreation dept.; determine range of activities; find hosts and market program</p>	<p>Design activities for program; Year 1 Host 5 activities/year Have 100 residents participate Yr 2-7</p>	<p># people attending each event # of activities planned # volunteers</p>	<p>-attendance at each activity from sign in sheets -Final Rec. plan with all activities outlined</p>
<p>Fit and healthy activities in neighborhood</p>	<p>-Plan activities for waterfront w/ instructors -Partner with HC Fam. Ctr for swimming and rec use -develop pop up locations for fitness in neigh.</p>	<p>3 classes annually at waterfront in summer months; -2 pop up recreation events in neigh. -3 rotating memberships for HC Fam. Ctr</p>	<p># classes held and # people attending # rec events held and # people attending -purchase of 3 memberships</p>	<p>-sign in sheets of all events</p>

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
ARTS AND ECONOMIC DEV				
Use waterfront & High Street as platform for events	Hold 1 special event each year at Buck Park	1 event scheduled, marketed, and held	# events held at waterfront	Volunteers counting attendance at special event
Bring arts to the neigh. And the neigh. To the arts; create additional murals in the target area	Use A & I Center for neigh. Based arts events; Hold ACE summer camp in downtown; Provide summer camp scholarships	50 children participate in summer camp; Years 1-10 10 scholarships each summer Summer camp teaching at Clay College in A & I building	# kids in summer camp # scholarships #events at A & I bldg.	Registrations for summer camp; Scholarship applications -sign in sheets at A & I bldg. events
Beautify triangle at 2 nd and Vine Sts	Design landscaping and improvements; Coordinate with City Install improvements	Triangle beautified in Year 1	-project implemented and triangle improved	Visuals and pictures
Creative streetscape improvements	-Paint crosswalks downtown -identify homes for window boarding -volunteers	4 crosswalks painted 10 abandoned homes boarded	# crosswalks painted # volunteers	Actual projects
Build and install little free libraries in neighborhood	-order or build libraries -distribute libraries to partners for painting -install in neighborhood	Install 20 little libraries and fill with books	# little libraries installed	Invoices for libraries and supplies
Encourage Entrepreneurship in downtown	Hold entrepreneurial training Hold shark tank challenge Designate Innovation Fellow	2 trainings/year 1 challenge 2 fellows	#trainings #fellows # challenges	Curriculum and materials; sign in
Highlight neigh. Residents thru storytelling, publicity	-identify neigh. Residents who have been outstanding volunteers; -write stories about residents -publish stories -take photos -Display photos on 3 rd Friday at RRCA	-hold exhibition -post on social media	# of stories published #neigh. Residents photos displayed # hits on social media	Postings on social media Actual photos taken

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Replace banners in downtown and throughout neighborhood	-design new banners -purchase -install	24 new banners in downtown	# banners purchased and installed	invoices
Facade improvement program for front and rear of downtown businesses	-review program guidelines -designate MDC as administrator -market program & applications -review -grant funds	20 facades improved	# facades improved \$ amount of private investment	applications
Commercial door program	-develop guidelines -market program -review and approve applications	5 new commercial doors installed	# doors installed	applications
Create pop up stores in vacant storefronts	-determine suitable locations and bidg. owners -obtain waiver and permission -open store	Create 2 popup stores each year	# stores opened	
Clean sidewalks downtown	-enlist business participation -find contractor -schedule clean up	One clean up every 3 years	# of sidewalk cleaned	Contract with provider
Implement 2 business makeover projects annually	-develop guidelines -designate MDC as adminl -market and distrib. Applic. -review and approve -construction	6 makeovers years 1-8	# of makeovers	contracts
Explore the idea of shared Kitchen downtown	-research idea -do feasibility study -find funding -find interested parties -identify site -do pilot program	-feasibility study -1 location operational -10 entrepreneurs serviced	-opening of site -# of businesses served	contracts

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Create Market for HOMEOWNERSHIP				
Create pipeline of properties ready for resident homeownership	<ul style="list-style-type: none"> -meet with City Planning Dept. and review maps and ownership lists -maintain database -counsel/pre-approve residents for mortgage 	<ul style="list-style-type: none"> List of top ten properties developed 50% of properties purchased by year 4; 75% by year 6; 100% by year 10 	# properties from list purchased	Tax assessors list of properties
Clean and green vacant lots	<ul style="list-style-type: none"> - identify lots to clean from inventory -get volunteers -hold clean up -coordinate with City to pick up trash 	6 cleaned lots year 2-10	# lots cleaned	photos
Host fall and spring clean-up with refreshments	<ul style="list-style-type: none"> Coordinate with city's Clean Communities program Coordinate with Adopt-a-block program Market activity Hold clean ups 	<ul style="list-style-type: none"> -10 volunteers to work event -2 meetings with city -develop/distribute flyers -hold 10 cleanups years 3-7 	<ul style="list-style-type: none"> # clean ups held # flyers distributed # tons collected # volunteers 	<ul style="list-style-type: none"> Clean Communities tonnage report Sign in from Adopt-a-block
Involve Police officers in neighborhood projects and activities	<ul style="list-style-type: none"> -get commitment from Police Chief -coordinate with PAL officers -invite officers to activities -recognize officers at events 	<ul style="list-style-type: none"> -better communication and recognition of police officers -increased PAL participation 	<ul style="list-style-type: none"> # PAL participants # officers at each event \$ funding amount for Police for add'l patrols and equip 	<ul style="list-style-type: none"> PAL memberships Attendance at events
Develop partnership with private developer for new affordable units; some rental, some homeowner or rent to own	<ul style="list-style-type: none"> -pull together existing lots or neigh. Blocks suitable for construction -market lots to potential developers through an RFP -determine financing needs and structure 	Development of 20 new affordable dwellings	# new units created	Building permits and certificates of occupancy

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Improve safety of neighborhood streets	<ul style="list-style-type: none"> -work with Police Dept. to determine types of improvements needed -pick block to pilot program -enlist volunteers to track -improve lighting -offer security programs thru CDBG such as locks, cameras 	Decline in crime rate by 2% year 2; by 4% year 5; by 5% years 6-10	Crime statistics	Crime statistics
Create a homebuyers/ and homeowners education and counseling program	<ul style="list-style-type: none"> -research best practices -hire dedicated staff members for program -market and run program 	Increase homeownership in neighborhood by 10% by year 10	Homeownership rates	Census data and updates; property surveys
Institute a cooperative code enforcement program where neighbors learn the code and alert city to violations	<ul style="list-style-type: none"> -have city present code enforcement regs to volunteers -patrol neighborhood monthly for violations 	<ul style="list-style-type: none"> -10% increase in properties in good condition by year 5 -10% increase in citations by year 3 	# properties in good condition after property survey every 3 years	Door to door property survey; Code violations issued
Increase homeownership	<ul style="list-style-type: none"> -Private construction of new affordable units within neighborhood -prequalification of families for mortgages 	<ul style="list-style-type: none"> -increase of new affordable housing units -increase # of qualified hh for mortgages 	# new housing units created -# hh qualified for a mortgage	Building permits
Create homeowner sidewalk repair program	<ul style="list-style-type: none"> -assess target area for potential projects -outline program regs. -market program -process applications 	-complete 4 projects per year	# homeowners assisted and completed	# projects completed

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
PUBLIC SPACES				
Explore possibility for creation of a neighborhood rec center	<ul style="list-style-type: none"> -work directly with City Dept. of Parks to develop a feasibility study -select possible sites -develop possible budgetary needs -develop a financing plan -consider alternatives that do not require a building 	Creation of Recreation Center within Center City	Creation of Recreation Center within Center City	n/a
Expand Library as a community center and public space	<ul style="list-style-type: none"> -submit grant application to State library Board -develop construction drawings -bid project -build project 	13,000 sf expansion to existing library	Construction of addition to library	Construction permit; construction contract
Beautify rail line one block at a time as a trail and park system	<ul style="list-style-type: none"> -obtain city as a project partner -discuss plans with rail line owner/ Omnitrax -design trail/park -create RFP -bid project in stages -build project 	Completion of two blocks of walkway/trail along rail line	Construction of walkway	Construction permits; construction contract
Create new partnerships for programming and building use with faith-based community	<ul style="list-style-type: none"> -outreach to faith-based -programming ideas -market programs -operate programs 	Use of faith -based facilities twice a year by year 3;	# of events in faith-based locations;	Annual report of operations

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Redesign one gateway into the neighborhood and city	<ul style="list-style-type: none"> -seek best location for improvements -form subcommittee to create design ideas -work with professionals to design improvements and get city approval -install improvements 	<p>Have faith based leaders as part of Core Planning Team for neighborhood</p> <p>One key entry point improve by Year 3; Second area improved by year 6</p>	<p># of faith-based leaders in core planning group</p> <p># of improved intersections</p>	Visual inspection
JOBS & EDUCATION				
Start a neighborhood workforce develop. Program	<ul style="list-style-type: none"> -collaborate with Workforce Invest. Board and college to create program -market program -hold classes 	Enroll 20 people per year in training for years 3-10	<p>-# people in training</p> <p>-# people obtaining jobs</p>	WIB stats
Increase youth in after-school summer programs & field trips	<ul style="list-style-type: none"> -survey youth to determine needs and places to visit -collaborate with SHINE and HOLLY CITY HELP to target potential youth and hold events -work with college for trip to visit 	Increase youth participation by 20% by year 10	# youth in programs	Sign in records

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Assist small businesses and entrepreneurs; hold shark tank challenge	<ul style="list-style-type: none"> -hold classes -enlist partners for financing options -work with MDC to survey businesses on needs -identify local entrepreneurs -use social media and social platforms to identify firms -hold and fund entrepren. challenge 	<ul style="list-style-type: none"> -establish partnerships with SJ entrepreneurs -maintain database of entrepreneurs and hold networking meeting quarterly -hold two classes per year -hold one challenge per year 	<ul style="list-style-type: none"> #entrepreneurs identifies # classes held # networking classes held 	Sign in records Ongoing database
Assist artists and creative businesses with business plans and marketing	<ul style="list-style-type: none"> -enlist help identifying artists from IMDC and RRCA -hold business plan seminars -identify instructors 	<ul style="list-style-type: none"> -assist 10 artists by Year 10 	#artists assisted	Sign in for programs
Provide career fairs, counseling, and college education information sessions	<ul style="list-style-type: none"> -engage college and WIB as project partners -determine dates and locations -hold events 	<ul style="list-style-type: none"> -hold 4 neighborhood career fairs by year 10 -hold 5 college education information sessions 	<ul style="list-style-type: none"> -# attendees at fairs # attendees at counseling sessions 	Sign in for programs
Increase parent involvement in schools – Lakeside and Silver Run	<ul style="list-style-type: none"> Provide incentives for parents to attend -commty builders attend meetings and provide infor. 	<ul style="list-style-type: none"> Increase parental involvement by 10% 	# parents attending PTO meetings	Sign in for programs
Develop plan for greater involvement of Rowan College in neighborhood activities	<ul style="list-style-type: none"> -meet with college to draw up plan -hold crmnty meetings in college building -hold fun nights in Clay College 	<ul style="list-style-type: none"> Residents utilizing Arts and Innovation building 	<ul style="list-style-type: none"> # residents attending college events # Clay College events 	Sign in
Recruit new businesses to anchor downtown in next phase of arts district	<ul style="list-style-type: none"> -work with Econ. Dev. Committee of MDC and City Econ. Dev. Director -marketing materials 	<ul style="list-style-type: none"> Recruit AND retain 2 new businesses per year years 3-8 	<ul style="list-style-type: none"> # new businesses open # new businesses retained # new employees 	MDC annual report

Strategies	Activities	Projected Outcomes	Evaluation	Data Source

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
<p>Identify the strategies to foster preservation & revitalization of the neighborhood.</p> <p>CIVIC LEADERSHIP</p>	<p>Describe the specific activities to be followed to implement each strategy and achieve the outcome</p>	<p>Identify the projected outcome to be achieved for each activity within the timeframe of the Neighborhood Plan.</p>	<p>Describe the methodology for assessing progress of each activity during the time-period of the Neighborhood Plan.</p>	<p>Identify information sources used to support the progress indicators described above (e.g. Census data, survey of residents, neighborhood canvass).</p>
<p>Organize field trips to learn about civic programs at other locations</p>	<ul style="list-style-type: none"> -research best practices and organizations within one hour drive -find trip sponsors for van/bus for transport -set date and visit 	<p>Visit 3 different organizations</p>	<p># trips taken</p>	<p>Sign ups for trips</p>
<p>Develop youth leadership development programming</p>	<ul style="list-style-type: none"> -survey youth on needs and desires -identify youth directors -work with faith-based groups -identify suitable locations for activities -hold programs 	<p>Development Youth Leadership Program</p>	<ul style="list-style-type: none"> -Youth leadership program developed -#students enrolled 	<p>attendance</p>
<p>Form a neighborhood civic association and provide capacity building training</p>	<ul style="list-style-type: none"> -advertise meetings to develop association -assist in electing leadership 	<p>Center City Neighborhood Association formed</p>	<p>Association formed</p>	<p>Meetings held</p>

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Develop new position of outreach coordinator to connect residents to civic groups	<ul style="list-style-type: none"> -develop and provide capacity building training -develop position description -identify funding -advertise -hire 	Outreach coordinator position filled	Outreach coordinator hired	Hiring

NP-4 FORM

FORM NP-4: PROJECTED ACTIVITIES BUDGET & TIMETABLE

Use the following format to provide a projected budget and timetable for the activities proposed in the Neighborhood Plan. Please copy and attach additional sheets as needed. An example has been provided.

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
Develop business management course for local business owners. HEALTHY CMIMTY	\$10,000 per week	<ul style="list-style-type: none"> Area Colleges & Universities DCA's NRTC Local employment training programs 	<ul style="list-style-type: none"> Engagement of partners & stakeholders Scheduling, oversight & implementation of course Acquisition of course materials 	<ul style="list-style-type: none"> Lead: Program development & oversight Partner: Management & implementation Partner: Outreach to prospective students (businesses) 	Short (1-2 years) Medium (3-5 years) Long (5+ years) Medium
Expand Playstreets Program	\$3,000 /year (\$21,000)	Faith-based organizations Local businesses HCDC NRTC program Holly City Success Center	-Purchase additional equip. -purchase additional food -pay for entertainment, blow-ups, performances	LEAD: organize all partners, raise funding -PARTNERS: select equipment/food/performances	SHORT
Series of Pop up programs in neighborhood	\$2,000 / year (\$10,000)	NRTC application Holly City Success Center Millville Library, faith-based, Levoy Theatre, Wells Fargo	-pay performers -secure equipment	LEAD-determine type of pop ups; find funding -coordinate dates with other organizations PARTNER: line up volunteers	MEDIUM
Host free community dinner under the stars	\$2,500 per year (\$10,000)	Faith based partners Fundraisers OceanFirst grant application	-purchase paper products -purchase food -rent tables/chairs	LEAD:-organize partners -meeting place for meetings -manage all costs	SHORT

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
		Wells Fargo Reg. Foundation	-purchase lighting	-secure location PARTNERS: serve, clean up, raise funds, determine menu and date	Short (1-2 years) Medium (3-5 years) Long (5+ years)
Create comprehensive recreation program	\$6,000 / year (\$30,000)	City Parks and Rec. Dept.; Millville Library Holly City Success Center	-develop a 12 month schedule of activities, volunteers, equip. list, partners; marketing materials -develop a plan for a community rec. center or rec. center without walls -utilize Library and HC Family Center as recreation hubs- buy membership to be shared	LEAD: develop program and direct volunteers; order equip. PARTNERS: volunteers to run programs, clean up, market and obtain participants, select types of activities to host and fund	MEDIUM
Fit and healthy activities in neighborhood/FARMERS MARKET	\$5,000/year (\$50,000)	WF Grant, RW Johnson grant; Inspira Health Network City Recreation Grants – Ocean First Holly City Family Center	-pay instructors to hold activities -purchase equipment and snacks -host farm market	LEAD: find instructors and funding, find location for farmers market and vendors PARTNERS: find participants and marketing	SHORT
Highlight neigh. Residents thru storytelling, publicity		WF, NRTC, Dodge Foundation	-take photos and biographies of selected neigh. Resident volunteers -find downtown gallery to host the photos and celebration	LEAD: select volunteers and find host site	MEDIUM

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
ARTS AND ECONOMIC DEV					
Use waterfront & High Street as platform for events	\$2,500/yr (\$12,000)	MDC, WF Grant, NRTC, Downtown businesses, Millville Library, Holly City Success Center	-develop festivals and celebrations -create marketing campaign -enlist business participation	LEAD: form committee to develop festivals and raise funds PARTNERS: enlist businesses and develop marketing, host activities, social media	SHORT
Bring arts to the neigh. And the neigh. To the arts; create programming and additional murals	\$200,000/10 yrs	Rowan College SJ, MDC, NRTC Dodge Foundation, WF, Levoy theatre; PNC Arts Alive Initiative	-hire artists for performances, demonstrations and murals -set up outdoor gallery and outdoor art work -paint murals and buy supplies -hold ACE summer arts camp	LEAD: identify sites for murals and select artists; raise funds, obtain supplies, marketing PARTNERS: summer interns, prep work, social media, hold networking event, marketing, sign ups, donate supplies and labor	MEDIUM
Beautify triangle at 2 nd and Vine Sts	\$45,000/10 years	City, WF, NRTC, OmniTRax rail line, Recreation Dept.	-hire professionals to design space -purchase supplies, tools -publicity -develop pocket park	LEAD: select professionals; organize neigh. Meeting to get design ideas, funding PARTNERS: neigh. Involvement, publicity, donate labor and supplies	MEDIUM
Creative streetscape improvements and	\$50,000/10yrs	City, WF, NRTC, businesses, MDC; Local big box stores – home depot or lowes	-design improvements with help of professionals -install improvements	LEAD: identify project and professional help; funding	MEDIUM

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
interventions with installations		NJ Municipal Aid Grant, Local Aid for Centers	-identify vacant homes and businesses for decorated window boards	PARTNER: fund project, donate supplies and labor Identify potential homes or businesses for creative window boarding	Short (1-2 years) Medium (3-5 years) Long (5+ years)
Build and install little free libraries in neighborhood	\$15,000/10 years	WF, NRTC, NPP	-purchase supplies -construct libraries -install libraries	LEAD: secure little libraries and permission for installation PARTNERS: design, construct, and paint libraries; install	SHORT
Encourage Entrepreneurship in downtown	\$50,000/10 years	HCDC, WF, NRTC, Rowan College, WIB, banks, CCIA, Angel investors/networks, NPP	-offer tech. assistance seminars -provide short term funding -hold Shark challenge -designate Innovation Fellow	LEAD: find potential entrepreneurs and partners PARTNERS: provide seminars, funding, technical assistance	MEDIUM
Replace banners in downtown and throughout neighborhood	\$10,000/10 years	City, MDC, NRTC, local businesses, NPP	-purchase and install banners	LEAD: design and order banners; PARTNERS: installation	MEDIUM and LONG
Façade improvement program for front and rear of downtown businesses	\$100,000/5 years	City-CDBG, City - UEZ, NJ Main Street, NJCC, NJEDA, local banks, NPP	-market program -administer program -distribute funding	LEAD: market, administer program and provide funding PARTNERS: market, provide additional project funding, provide design suggestions	MEDIUM and LONG
Commercial door program	\$75,000/5 years	City-CDBG, City-UEZ, NJ Main Street, NJCC, NJEDA, local banks	-market program -administer program -distribute funding	LEAD: market, administer program and provide funding	MEDIUM AND LONG

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
				PARTNERS; market, provide additional project funding, provide design suggestions	Short (1-2 years) Medium (3-5 years) Long (5+ years)
Create pop-up stores in vacant storefronts	\$10,000 per year (\$50,000)	MDC, NJCC,	-rent vacant storefronts for local entrepreneurs, artists, crafters	LEAD: identify potential stores and landlords, raise funding PARTNERS: contribute to funding, find potential tenants	SHORT
-Design and develop artistic crosswalks in downtown	\$30,000/10 years	MDC, NJCC, City UEZ	-purchase material for template designs -hire painters	LEAD: funding and design PARTNERS: volunteers to paint and cut templates, publicity	MEDIUM
-Clean sidewalks downtown	\$60,000/10 years	City, MDC, downtown businesses		LEAD: schedule cleaning and hire contractor PARTNERS: publicity, social media	SHORT
-2 Business makeover projects annually	\$25,000 max per makeover \$50,000/year (\$250,000)	MDC, Dodge Foundation, NJCC, NJ Main Street, banks	-hire architect to design improvements -permits -materials and labor by contractor to renovate	LEAD: market program; select architect and participants PARTNER: fund, complete renovations, social media publicity and marketing	MEDIUM
Explore Idea of Shared Kitchen in downtown	\$20,000 phase I study; \$150,000 equipment purchase	NRTC, NJEDA, USED, NJCC, CEZ	-feasibility study -purchase equipment -lease or purchase space -market program	LEAD: feasibility study, business plan, purchase equip, determine location, determine lease or purchase, PARTNERS: funding, administer program	MEDIUM

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
	\$100,000 rehab space \$12,000 lease		-administer program		Short (1-2 years) Medium (3-5 years) Long (5+ years)
Create Market for HOMEOWNERSHIP					
Acquire, rehab, and resell vacant homes	\$500,000/10 years	HCDC, City, NJHMFA, NJCC, banks, CEZ, NRTC, private developers	-acquisition of 10 problem properties -rehab of 10 properties -sale of 10 properties (legal costs)	LEAD: identify properties, develop program regulations, seek funding, contract rehabilitation, market program, resell homes PARTNERS: marketing, publicity, funding, construction, resale legal work	MEDIUM, LONG
Demolish abandoned properties for lots for new construction	\$300,000 (\$500,000)	HCDC, City, CCIA, CEZ, NRTC	-demolition of 10 properties	LEAD: identify homes for demolition, contract for demolition, PARTNER: demolish homes,	MEDIUM, LONG
Clean and green vacant lots	\$5,000 per lot (\$50,000)	WF, City, CCIA, NRTC, NPP	-obtain equipment for clean up -supplies, gas, fencing -planting and maintenance	LEAD:select sites, find funding PARTNERS: implement cleaning, mowing, planting	SHORT, MEDIUM

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
Host fall and spring clean-up with refreshments	\$2,500 per clean up (\$50,000)	City Clean Communities, WF, NRTC	-supplies for cleanup -food and snacks for volunteers -t-shirts for volunteers	LEAD: select dates, order trash bins, coordinate with city, order supplies PARTNERS: notification of neighbors, supervise day of event, distribute t-shirts and food	Short (1-2 years) Medium (3-5 years) Long (5+ years) SHORT, MEDIUM, LONG
Involve Police officers in neighborhood projects and have additional patrols	\$30,000 annually (\$150,000)	City Police, NRTC, PAL, Cumb. Cty THRIVE program, Cumb. Cty. Prosecutors Office	-patrol salaries	LEAD: notify police and process payment for salaries	SHORT
Private construction of new affordable housing units	\$ 50,000 subsidy per house (\$1,000,000)	NJDCA, NJHMFA, HUD, City CDBG and HOME	-closing costs -soft costs -subsidy to decrease cost of each unit	LEAD: funding of project, marketing and providing potential homebuyers PARTNERS: construct units and hold closings	LONG
Increase Street Lighting and lighting levels	\$200,000	Atlantic Electric, City, NPP	-upgrade street lighting in neighborhood	LEAD: contact Atlantic electric and city of Millville PARTNERS: install improvements	LONG
Create a homebuyers/ and homeowners education and counseling program	\$45,000 / year (\$350,000)	NJHMFA, City CDBG and HOME, HUD, NPP	-hire HUD certified counselor -supplies and materials needed for programming	LEAD: hire and train HUD certified counselor, market program, provide site for counselor	MEDIUM

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
Institute a cooperative code enforcement program where neighbors learn the code and alert city to violations	\$1,000 per year	City, fines from code violations and property registrations	-code books for training volunteers	PARTNERS: provide information to distribute, recommend participants LEAD: Coordinate with City Code enforcement	Short (1-2 years) Medium (3-5 years) Long (5+ years)
Resident Security Program: locks, lights, and cameras	\$10,000 per year	City CDBG, NRTC, NPP	-purchase ring doorbells -purchase automatic lights -purchase deadbolt locks -purchase security systems	LEAD: eligibility regulations, select participants, order and distribute equipment PARTNERS: install equipment, market program, enlist participants	SHORT
Homeowner sidewalk repair program	\$20,000 per year (\$100,000)	City CDBG and HOME, NRTC, NPP	-pay contractor to replace/repair sidewalk of eligible homeowners	LEAD: eligibility regulations and administer program PARTNER: select contractors and install sidewalk	MEDIUM
PUBLIC SPACES					
Feasibility study for creation of a neighborhood rec center	\$30,000	NRTC, WF	-pay consultant for study	LEAD: manage consultant and distribute information	LONG:
Expand Library as a community center and public space	\$500,000	NRTC, CCIA, City of Millville, Millville Library Board, State Library Bond	-construction and predevelopment costs for library expansion	LEAD: prepare specs and bids, manage construction	SHORT

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
<p>Beautify rail line one block at a time as a trail and park system</p>	<p>\$250,000</p>	<p>oMNIIRAX-rail owner City of Millville, NJDOT NRTC, Local Aid for Centers</p>	<p>-design of improvements -permits -construction of improvements</p>	<p>PARTNERS: fund project, manage library LEAD: select designer, manage project, obtain permits, coordinate with owner PARTNERS: construction, design, admin. Of project</p>	<p>Short (1-2 years) Medium (3-5 years) Long (5+ years)</p>
<p>Expand existing Neigh. Park on 4th Street</p>	<p>\$275,000</p>	<p>NJ Green acres, NRTC, City Parks Dept., NPP</p>	<p>-purchase adjoining land -purchase new equipment</p>	<p>LEAD: negotiate purchase, coordinate funding PARTNERS: involve neighbor in design</p>	<p>LONG</p>
<p>Redesign one gateway into the neighborhood and city</p>	<p>\$50,000</p>	<p>City CDBG, NPP, NRTC, RRCA, MDC, CCIA</p>	<p>-signage -tools -neigh. meetings</p>	<p>LEAD: coordinate redesign, contract for signage, hold neighborhood meetings PARTNER: involve neighborhood, provide refreshments, meetings</p>	<p>MEDIUM</p>
<p>JOBS & EDUCATION</p>					
<p>Start a neighborhood workforce develop. Program</p>		<p>WIB, Rowan College, HCDC, Holly City Success Center, CCIA</p>	<p>-fund Pilot program bringing job training into neighborhood, including supplies, workbooks, refreshments, graduation, publicity</p>	<p>LEAD: design curriculum and types of training to be offered PARTNERS: enlist residents, find locations, link to jobs after training</p>	<p>SHORT</p>

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
Increase youth in after-school summer programs & field trips	\$5,000/yr (\$25,000)	NRTC, CCTEC, Rowan College, Wheaton Arts, Holly City Family Success Center, Millville Public Schools, NPP	-provide transportation (bus/vans) for trips -admission for field trips	LEAD: select annual list of trips and goals PARTNERS: enlist youth participation, market program, suggest locations for trips, sponsorship	LONG
Assist small businesses and entrepreneurs; hold shark tank challenge	\$10,000 per year (\$30,000)	NRTC, WIB, CCIA, CEZ, NJCC, CBAC, banks	-prize money for winners of challenge	LEAD: identify entrepreneurs PARTNERS: find participants, market program, fund prize monies	MEDIUM
Assist artists and creative businesses with business plans and marketing	\$5,000/yr (\$20,000)	RRCA, WheatonArts, artists, MDC, HCDC, Rowan College	-hire instructors tailored to the arts for business planning and marketing instruction	LEAD: identify topics, and instructors, locate site PARTNERS: enlist artists and participants	LONG
Provide career fairs, counseling, and college education information sessions	\$500 per year (\$5,000)	Rowan College, CCTEC, Millville Public Schools, HCDC	-giveaways at the fairs -refreshments -advertisement -supplies	LEAD: find location and advertise for participants, provide supplies and giveaways PARTNERS: find employers and educ. Institutions to participate, students	MEDIUM
Increase parent involvement in schools – Lakeside and Silver Run	\$1,500 per year (\$7,500)	Millville Public Schools, PTO, parents and teachers, HCDC, Holly City Fam Success Center, Pascale Sykes	-incentives for parents to participate (i.e. gift cards) -refreshments for meetings	LEAD: coordinate programming with schools and PTO's PARTNERS:	SHORT

Proposed Activity	Estimated Cost	Sources of Funding	Uses of Funding	Role of Lead Organization and Partners	Timetable
CIVIC LEADERSHIP					
Organize field trips to learn about civic programs at other locations	\$2,500 per year (\$7,500)	Rowan College, HCDC, City of Millville	-cost of transportation and food	LEAD: research groups representing best practices PARTNERS: sponsor trips, encourage participation	
Develop youth leadership development programming	\$3,500	Rowan College of SJ, CCIA, Civic Clubs, Banks	-consultant fees to develop curriculum for youth leadership program	LEAD: select consultant, distribute report and recommendations, seek funding PARTNERS: seek sponsors	LONG
Form a neighborhood civic association and provide capacity building training	\$2,500/year (\$10,000)	NPP, HCDC, CEZ	-develop capacity building curriculum -hire trainer	LEAD: select consultant, distribute report and recommendations, administer program PARTNERS: seek sponsors and location for training	LONG
Develop new position of outreach coordinator to connect residents to civic groups	\$45,000/yr (\$360,000)	NPP, NRTC, HCDC, CEZ	-hire to fill new position	LEAD: write job description, advertise position, interview and recommend PARTNERS: participate in writing job description and interviewing applicants	MEDIUM