

GREATER SPRUCE STREET NEIGHBORHOOD PLAN



COMMUNITY
DEVELOPMENT

_INTERFACE STUDIO LLC

Value Research Group, LLC

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I A Citizen's Guide to the Greater Spruce Street Neighborhood Plan

Welcome to the Greater Spruce Street Neighborhood

The Greater Spruce Street neighborhood is nestled in the heart of Paterson, New Jersey. Surrounding the Great Falls, the community exists as a diverse collection of people, buildings, industry, and nature. Over the years, residents have identified this area using many nicknames including "Downtown," "the Falls," "Hinchliffe," and "Totowa." "Greater Spruce Street" is simply short-hand for what has become a dynamic community, one filled with great potential. For the purposes of this plan, the Greater Spruce Street neighborhood is the area located west of Main Street, south of Totowa Avenue and West Broadway, east of Preakness and Reservoir Avenues, and north of Interstate 80.

The Greater Spruce Street neighborhood is a neighborhood of diverse contrasts – it is dense but filled with natural wonders, home to many children and a wide range of schools but lacking things to do after school, a walking neighborhood but not walkable, the birthplace of this nation's industry yet lacking in jobs, and a center of immigration yet undiscovered by many others. A mere 13 miles east of Manhattan, the Greater Spruce Street neighborhood is at once famous (for its landscape, history, architecture, literary cameos, sports, and even hotdogs) yet unknown and unseen.

The Greater Spruce Street neighborhood is about to re-enter the spotlight. In mid-January 2009, the Senate approved legislation to designate the Great Falls a National Historic Park. With National Park designation, new resources, investment, and development energy will re-discover the neighborhood, and though many discussions and much planning has occurred at the local, state, and more recently, national level, this document is an important resident-driven plan for the area.



Study area for the Greater Spruce Street neighborhood plan.

"Make no little plans; they have no magic to stir men's blood and probably themselves will not be realized. Make big plans; aim high in hope and work..."

- Daniel Burnham, 1910

Purpose of the Plan

Now is a critical time in the Greater Spruce Street neighborhood's unfolding story. This resident-driven plan, the Greater Spruce Street Neighborhood Plan, was organized by the NJCDC on behalf of the Greater Spruce Street community. It is the result of community members and stakeholders, empowered as proactive participants, documenting their collective vision for the future.

The key goals of the plan are to:

- Build upon assets, such as Great Falls Park and Raceway system, underutilized green spaces, historic architecture, and active local artists;
- Blend the City's rich industrial legacy with the diversity of the current immigrant community and culture;
- Protect the mill buildings from further deterioration and determine viable options for their reuse;
- Improve the desirability of Greater Spruce Street as a place to live, work, visit, and do business;
- Develop an implementation strategy to guide reinvestment and position the neighborhood to access available dollars; and
- Build consensus around ideas for the future and get the community and others excited about their collective vision for the Greater Spruce Street neighborhood.

Planning Process

The creation of a community-driven plan, one that will serve as a unified voice for local residents, business owners, institutions, students, community leaders, and political representatives, among others, requires the participation and support of community stakeholders throughout the planning process.

The public outreach conducted during the planning process initiated important conversations, brought people out of their homes, and reminded neighbors that they are not alone and powerless, but rather united and empowered to act. Interviews, public focus group meetings, a public presentation, and a community survey that received responses from 149 residents guided the discussion and informed the ideas contained in this plan.

Off to a strong start, the community and its leadership not only understand but embrace their role as empowered effectors of change. Indeed, a call that, **"it's not up to them, it is up to us,"** met with resounding support at an initial planning meeting.

With the plan now complete, it is time to stay involved and enlist your friends and neighbors in the effort to improve the community. Organizations like the New Jersey Community Development Corporation (NJCDC) and their partners cannot implement this plan without active and engaged residents leading the way.



Diagram prepared for community meetings of view of downtown Paterson and the Greater Spruce Street neighborhood from Garret Mountain Park.

How To Use this Plan

This neighborhood plan tells the story of your community. As such, the story begins by charting the roots of the Greater Spruce Street neighborhood. This historic legacy leaves a distinct footprint on the neighborhood today which affects the way in which residents experience the community on a day to day basis.

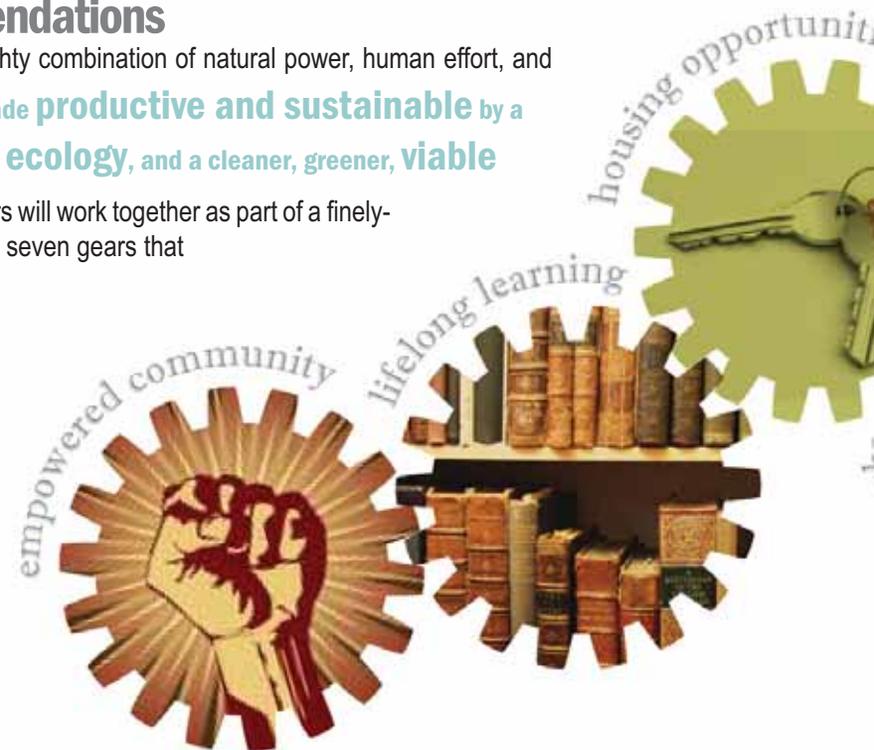
The next chapter of the story describes the community today. The analysis portion of this plan is an atlas of maps, information, and pictures that bring together data with the views of local residents. This section represents the most important part of the planning process because it provides a window into the community that helps everyone see the neighborhood where they live in new ways and opens up new possibilities that may not have been apparent before. In the analysis, there is information on the people of Greater Spruce Street, the use and condition of every structure in the community, the quality of local parks, and data that documents the traffic congestion that residents know all too well is a concern.

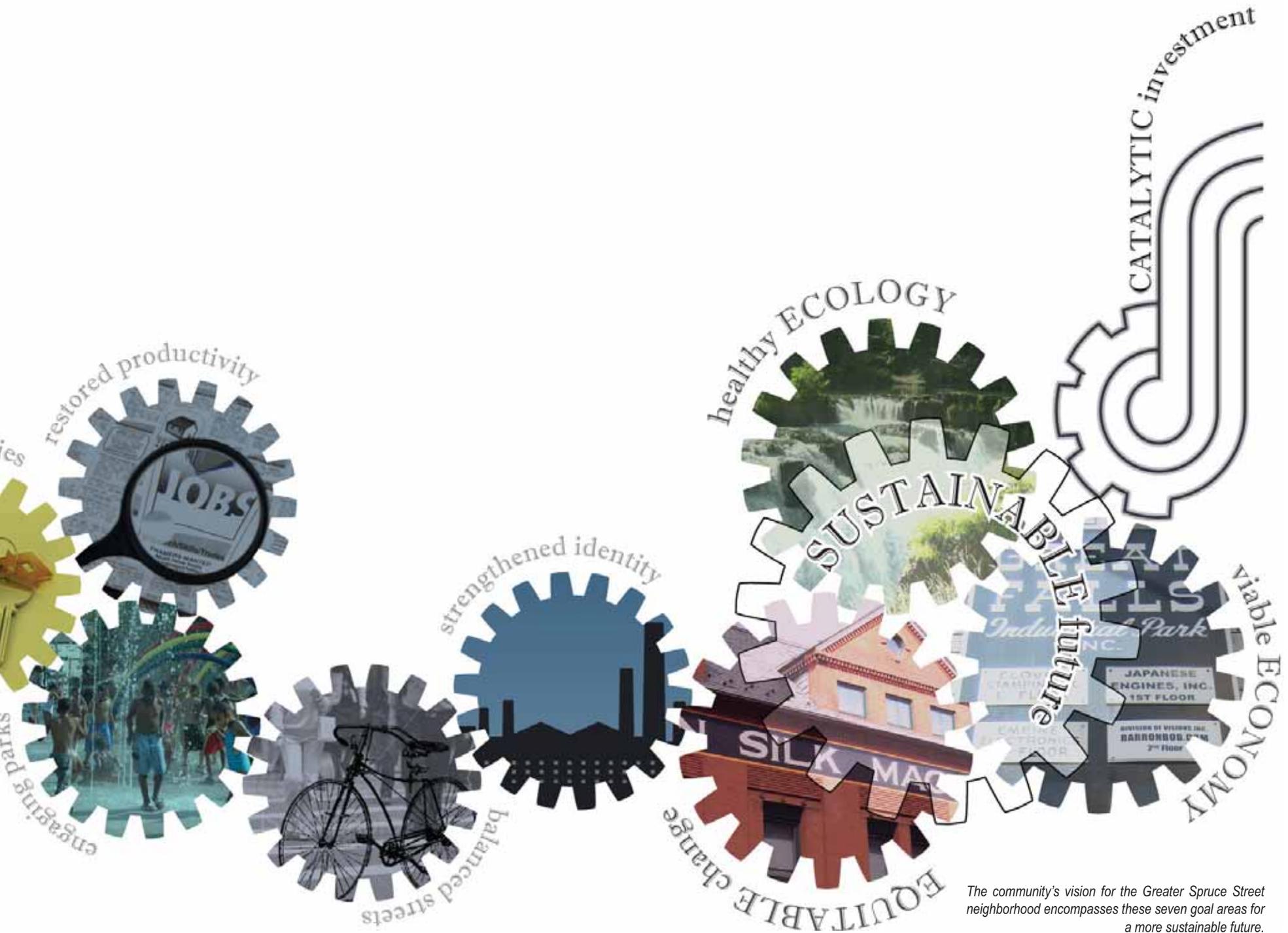
The last chapter of the story is about Greater Spruce Street's potential future. Ideas were collected from residents to serve as the inspiration for many recommendations. The recommendations are organized around seven distinct themes from housing to transportation to economic development. The plan is comprehensive and detailed with many images that illustrate what Greater Spruce Street could look like.

Take the time to read the vision, examine the recommendations that address issues that concern you most, and get involved. What follows is a summary of the plan's resident-driven vision and recommendations to act as a guide to each section.

Vision for Greater Spruce Street and Summary of Recommendations

Environment and industry propelled the growth of the Greater Spruce Street neighborhood – a mighty combination of natural power, human effort, and invention. **The neighborhood now embraces a revitalized – and humanized – future, made productive and sustainable by a commitment to equitable change and investment, an engaging and healthy urban ecology, and a cleaner, greener, viable local economy.** The community's diverse constituency of empowered citizens and stakeholders will work together as part of a finely-tuned, well-oiled team to usher in a new era for the Greater Spruce Street neighborhood. There are seven gears that power the recommendations of the plan and the community's future.





The community's vision for the Greater Spruce Street neighborhood encompasses these seven goal areas for a more sustainable future.



1. Empowered Community

The recommendations are designed to invest in Greater Spruce Street’s most fundamental asset – its people – by providing them with the tools they need to take care of their families, meet their daily needs, and become leaders through civic involvement, heroes through volunteerism.

Key Recommendations Include:

1.1 Ensure that local services serve the local community

- Create a Greater Spruce Street social service directory and referral system
- Expand and promote services for single moms
- Evaluate the service gaps for the immigrant community
- Improve access to fresh fruits and vegetables

1.2 Continue to expand youth activities

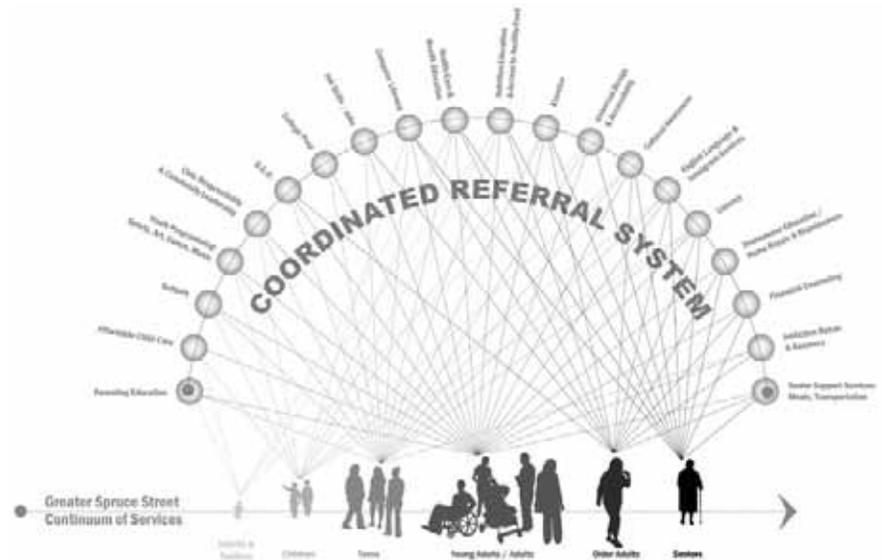
- Improve awareness of existing youth-oriented programs and facilities
- Form a Youth Squad
- Found a Leadership Academy

1.3 Make Greater Spruce Street a safer, friendlier neighborhood

- Increase the presence of bike and pedestrian police officers
- Improve nighttime lighting along major roads, near institutions, and in parks
- Encourage the formation of resident safety associations



Gives teens a voice in local change with a Youth Squad.



Coordinate social services to help all residents reach their full potential.



Make improvements under Route 80 to create a stronger, safer gateway to the community.

2. Lifelong Learning

Inspired by Spruce Street's concentration of educational facilities, this goal area envisions a urban campus concept. The recommendations encompassed within this goal area thus reinforce the central role that education plays within the neighborhood today and seek to extend the positive reach of local schools throughout the community, both physically through capital improvements and linkages between facilities and programmatically by recognizing the inner-student that exists within all of us.

Key Recommendations Include:

2.1 Support the improvement of existing educational facilities and leverage education-based revitalization efforts for the benefit of the whole community

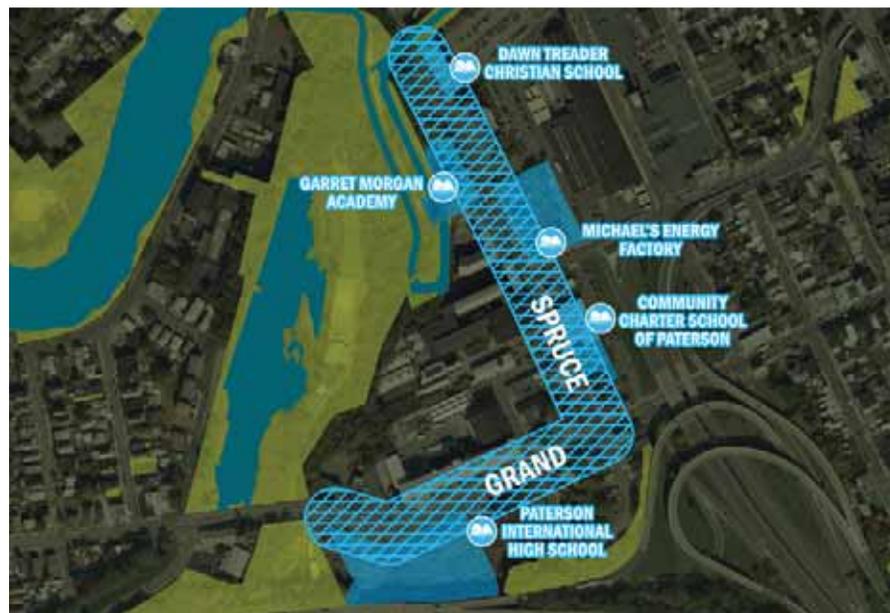
- Encourage schools to become full-service community schools

2.2 Establish new (non-traditional) education programs and facilities targeted to serve a diverse population and to develop specialized workforce skills

- Improve bilingual/multi-lingual education
- Develop a night school curriculum for working adults and welcome adults Back to School
- Expand the YouthBuild program beyond housing to address additional community needs

2.3 Make public realm improvements, and establish programs to ensure safe and convenient access to education facilities

- Establish a Safe Routes to School Program in Paterson to improve walkability, calm traffic, and encourage walking to school
- Use the Paterson Trolley to provide transportation to and from educational facilities after regular school hours



Reinforce Greater Spruce Street's urban campus.



Keep school buildings open late and open to all members of the public after regular school hours.



Take back the streets and make it safe (and fun) to walk to school.



3. Housing Opportunities

Creating desirable housing opportunities and choices for households of all sizes, incomes, and special needs is the third goal of the Neighborhood Plan. The recommendations aim to grow the community equitably by balancing market rate and affordable housing development, provide services and information to local residents to improve the local housing stock, and target key underutilized sites for new housing development.

Key Recommendations Include:

3.1 Set clear expectations for equitable growth

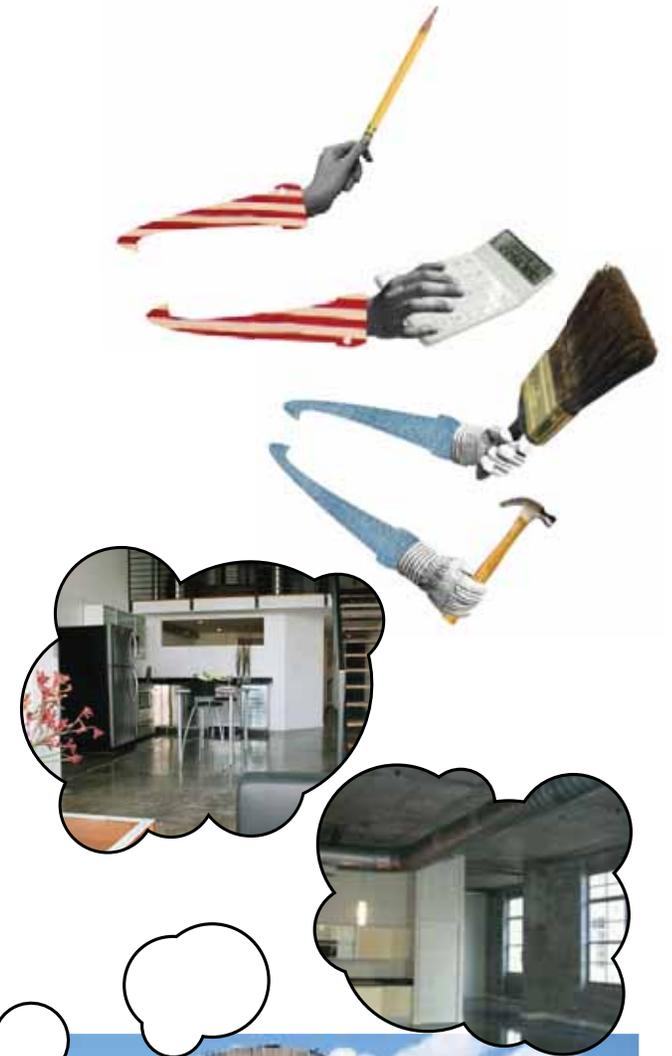
- Preserve existing homeowners and target eligible renters
- Mix market-rate development with affordable housing to build a mixed-income community

3.2 Expand existing housing services

- Create a Greater Spruce Street Housing Alliance and Resource Center
- Address nuisance properties
- Address the rising tide of foreclosure and create additional affordable and supportive housing
- Create a revolving fund for the acquisition and rehab of historic structures for housing or mixed uses
- Improve housing services for the growing immigrant / foreign-born population

3.3 Design and develop to offer more housing choices in Greater Spruce Street

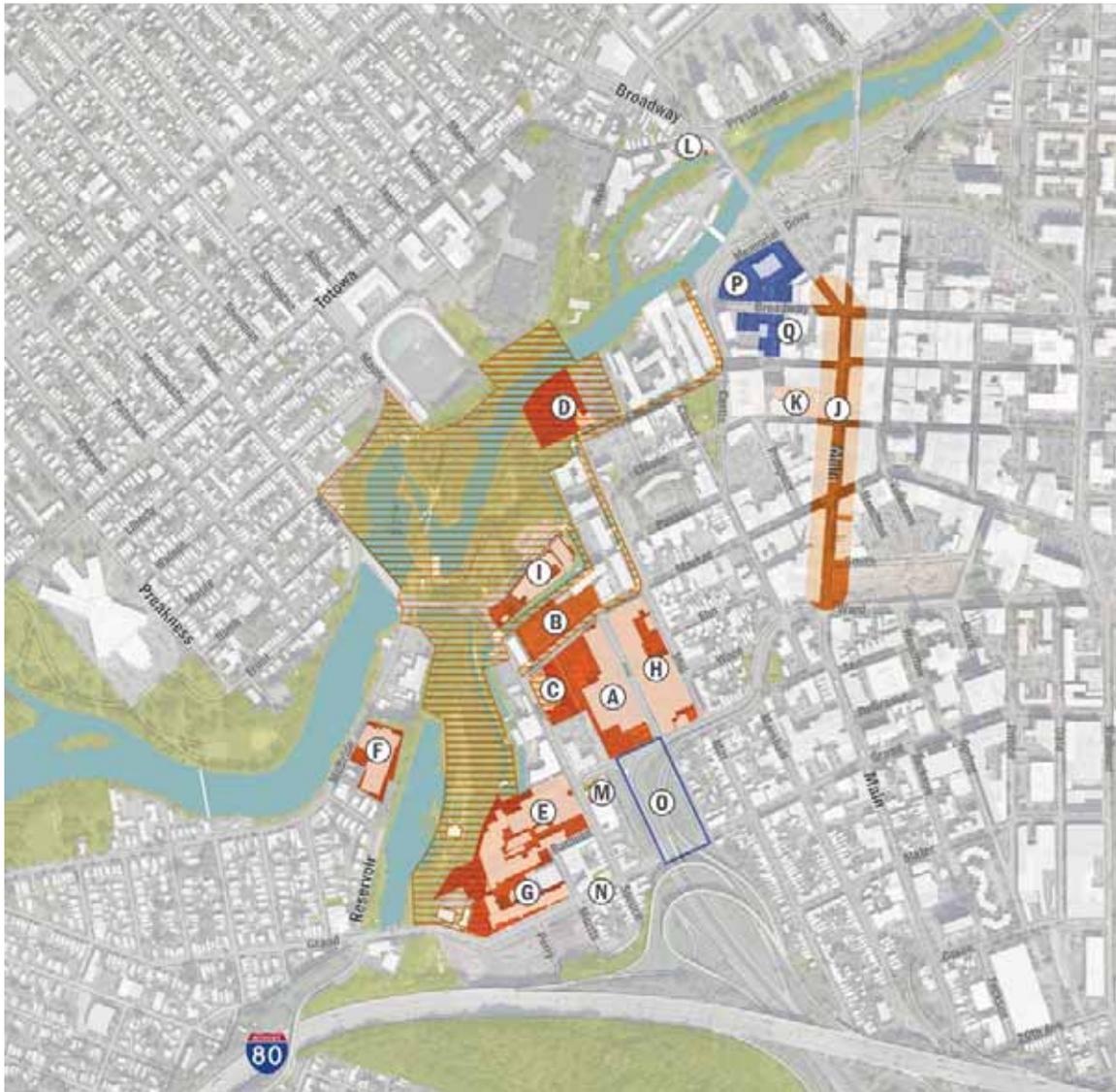
- Take a block by block approach to infill development
- Redevelop key publicly owned parking lots for new housing



Complement proposals for new development with adaptive reuse, restoration, and renovation strategies.

4. Restored Productivity

This goal identifies opportunities and strategies to help Greater Spruce Street expand its economy in ways that build upon Paterson's existing competitive advantages and unique resources. Recommendations address the need to leverage investments in the Great Falls National Park, develop Paterson's arts potential, build upon the City's multiculturalism, make the Greater Spruce Street neighborhood Paterson's green industry incubator, and encourage commercial development.



RESTORED PRODUCTIVITY

- (A) NEW JERSEY TRANSIT BUS BARN**
parking structure
spice market/international foods imports
commercial mixed use new construction
- (B) PARKING LOT**
hotel/convention center
terraced landscape access
- (C) ROGERS LOCOMOTIVE WORKS/PATERSON MUSEUM**
national park service offices
- (D) ATP SITE**
potential museum of industrial heritage
- (E) FORMER BARBOUR FLAX SPINNING CO. MILL**
green industries incubator/green trades showrooms
- (F) FORMER CASPER SILK MILL**
green industries incubator/green trades showrooms
- (G) FORMER HIGHLAND WATER CO.**
creative businesses/industries incubator
- (H) FORMER COOKE LOCOMOTIVE COMPANY COMPLEX**
foreign trade zone importing businesses
- (I) MCBRIDE AVE / PARK FRONTAGE**
mixed-use / alternative hotel site
- (J) MAIN STREET UPPER FLOOR VACANCIES**
residential/office adaptive reuse
- (K) QUACKENBUSH BUILDING**
urban transit hub tax credit priority site
potential medical/office redevelopment
- (L) FORMER PATERSON HOTEL**
restored for hospitality uses

LONG-TERM REDEVELOPMENT OPPORTUNITY SITES

- (M) GAS STATION**
- (N) GOGO BAR**

RELATED TRANSPORTATION IMPROVEMENTS

- (O) ROUTES 80 & 19 ACCESS RAMPS**
realigned for improved street network connections
- (P) JITNEY LOT**
improved transit center
- (Q) BROADWAY BUS TERMINAL**
improved transit center

Redevelopment sites key to enhancing the local economy and restoring productivity. Although some sites are currently held privately, the plan addresses their potential in the case that ownership changes and the opportunity for adaptive reuse arises.



Key Recommendations Include:

4.1 Leverage investments and improvements in Great Falls National Park to benefit the greater community and local economy

- Improve the Great Falls Visitor Center for the short term while an improved facility is developed closer to the Falls
- Advocate for the permitting of mobile businesses and vendors to enable local businesses to establish satellite operations in the park
- Market the S.U.M. Hydroelectric Plant to visitors

4.2 Encourage local hiring and job creation through redevelopment activity

- Coordinate job readiness programs and technical training

4.3 Develop Paterson’s arts and cultural potential

- Form an Arts and Culture Commission
- Create a forum and space for sharing resources among creative producers
- Support art education programs for all ages
- Create a Mural Arts program to celebrate Paterson’s history and diversity

4.4 Celebrate Paterson’s identity as a multicultural global city

- Market Paterson’s ethnic diversity
- Create a global cuisines kitchen incubator

4.5 Make the Greater Spruce Street neighborhood Paterson’s green industry incubator

- Make the Greater Spruce Street neighborhood an immersive educational showcase of green building features
- Clean up contaminated sites, including the Passaic River
- Create “Green Collar Jobs”

4.6 Accommodate the potential tourism industry

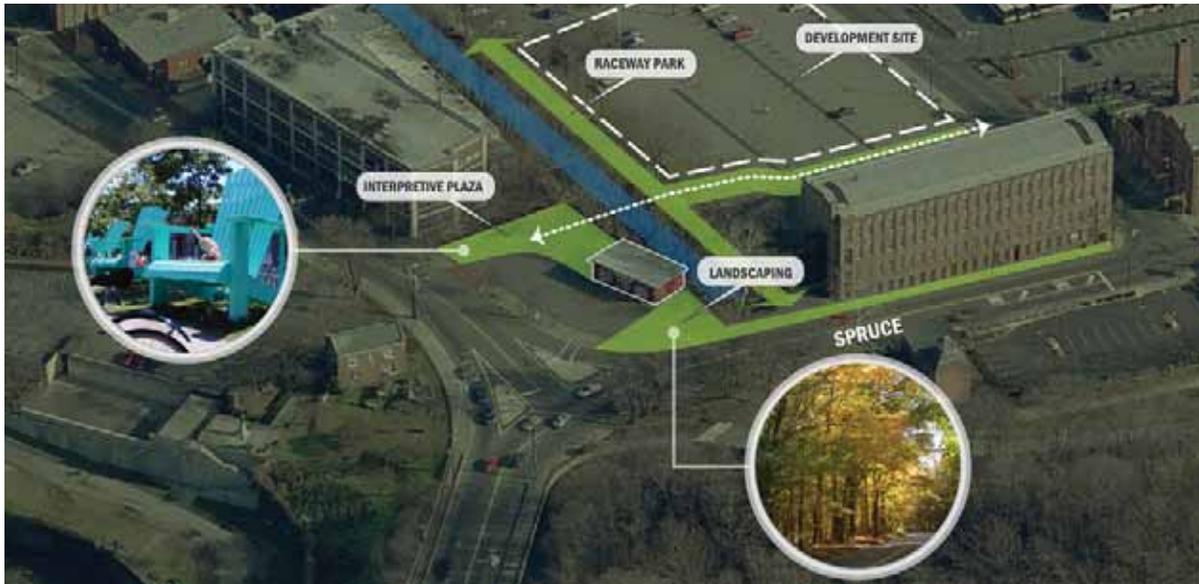
- Market Paterson to travel guide publishers and travel websites, and encourage them to include Paterson in New York visitors’ guides as a day trip destination

4.7 Encourage commercial development in the Greater Spruce Street neighborhood

- Recruit businesses to fill commercial service gaps
- Create new markets for fresh food
- Continue revitalization of the Main Street commercial corridor – at street level and above



Welcome green industry to recycle the area’s historic mills.



Evaluate strategies to prepare for and welcome visitors to Great Falls National Park.



Undertake strategies to market the area's eclectic ethnic offerings.

add some color (or sculpture) to the blank upper floor facades

use LED lighting to highlight architectural features

if redevelopment opportunities arise, don't be sentimental about non-historic structures



administer facade improvement grants and offer merchandising and display design tips

Employ multiple strategies to revitalize Main Street and celebrate local arts.

5. Engaging Parks and Play Space

The designation of the Great Falls area as a National Park promises to establish a magnificent open space amenity that residents of the Greater Spruce Street neighborhood, the City of Paterson, and visitors from all over the world will be able to enjoy. As wonderful as it will be to have a transformed Great Falls area, these improvements will not satisfy all of the recreational needs of the community. Recommendations address opportunities to create open space linkages and trails that extend from the Great Falls into surrounding neighborhoods and a regional trail network, new recreation and open spaces, and improvements to existing open spaces.

Key Recommendations Include:

5.1 Make the future Great Falls National Park the threshold to New Jersey's natural assets, and extend connections into the community

- Support the improvement of Great Falls National Park
- Establish bicycle and pedestrian connections to Garrett Mountain Reservation recreation facilities
- Improve access to the Upper Raceway Park and Costello Pool
- Make L'Enfant Walk a connective linear park
- Market Paterson's assets and access to open space to potential visitors

5.2 Restore Hinchliffe Stadium

- Initiate visibility projects to raise awareness of Hinchliffe Stadium
- Initiate a dialog and establish a partnership between Public School #5, the School Board, and Friends of Hinchliffe Stadium to discuss strategies for the short-term restoration of the field for use as a school sporting events facility
- Explore mid-term and long-range strategies to leverage the restoration of the entire Stadium

5.3 Create better play spaces for youth of all ages

- Improve school play spaces
- Revitalize existing parks and public open space

5.4 Create productive community green spaces

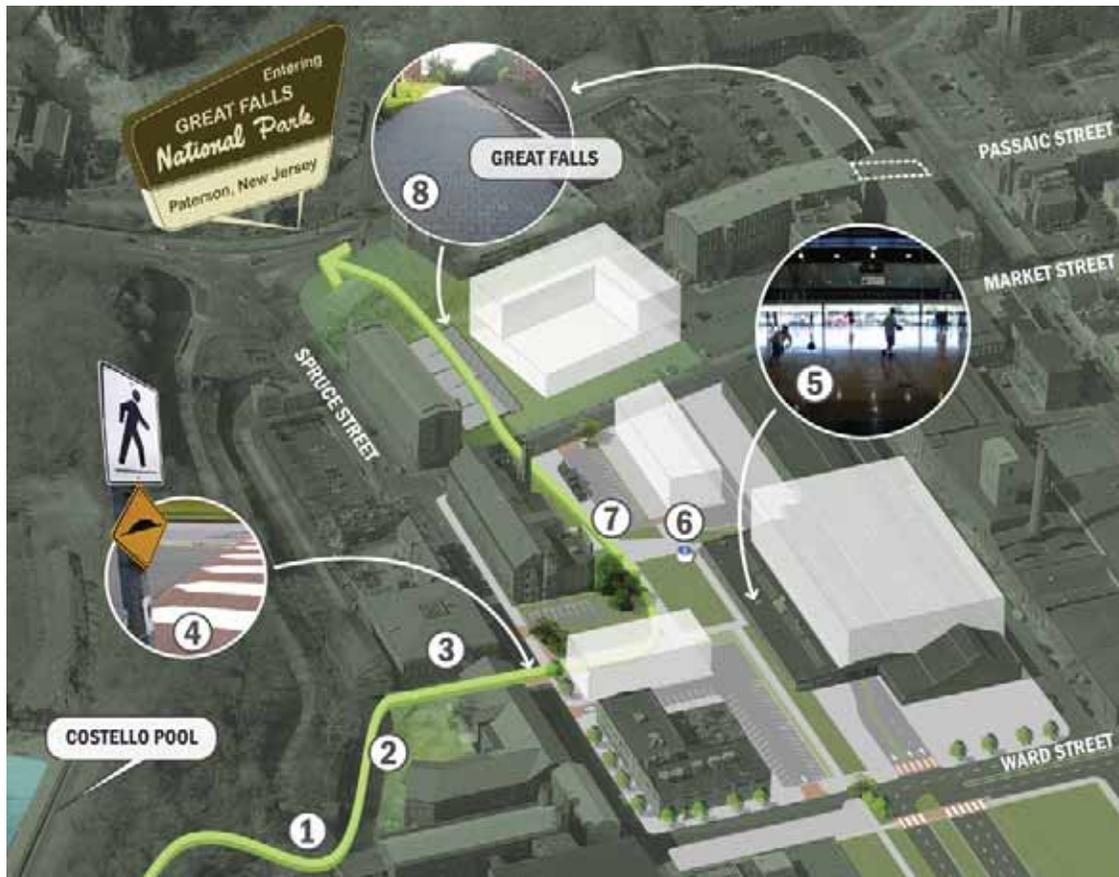
- Encourage the creation of community gardening areas to serve multifamily housing developments
- Explore the potential of developing community gardening and sustainable food production facilities and an environmental learning center on S.U.M. Island if and when the opportunity for redevelopment arises



Pursue strategies for restoring Hinchliffe Stadium.

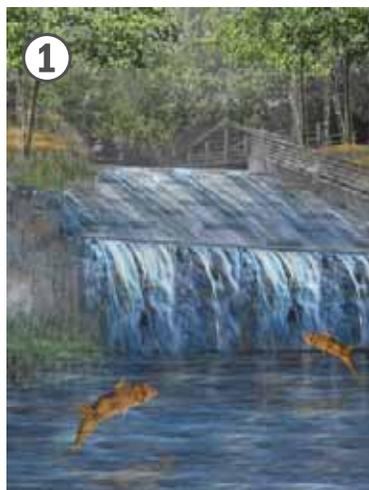
Potential Stadium Parking

- Shared Lot
- New Lot

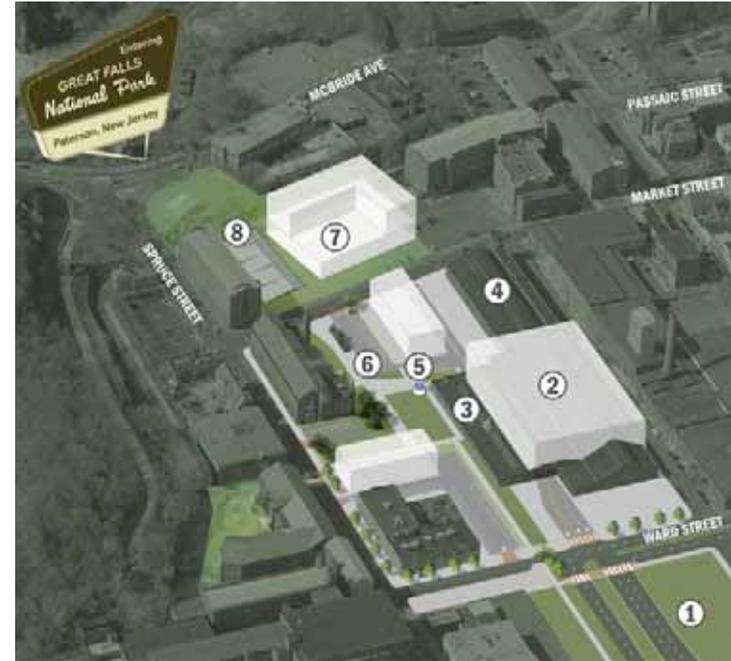


- ① UPPER RACEWAY WATERFALL PATH
- ② PUBLIC RACEWAY PLAZA
- ③ RACEWAY PLAZA CONNECTION TO SPRUCE STREET
- ④ RAISED CROSSWALK ACROSS SPRUCE STREET
- ⑤ ROGERS COMMUNITY RECREATION CENTER
- ⑥ VISITOR INFORMATION KIOSK
- ⑦ L'ENFANT WALK SCULPTURE GARDEN
- ⑧ TERRACED PATH TO MIDDLE RACEWAY (similar to passaic street pedestrian ramp)

Overview of proposed L'Enfant Walk that improves access to the Upper Raceway Park, Lou Costello Pool, Great Falls National Park, and through Greater Spruce Street's urban campus.



Details of 1) Upper Raceway Waterfall Path, 2) Public Raceway Plaza, 3) Raceway Plaza Connection to Spruce Street.



- ① RECONFIGURED HIGHWAY ACCESS RAMPS
- ② PARKING GARAGE
- ③ COMMUNITY RECREATION FACILITIES
- ④ INTERNATIONAL SPICE MARKET AND FOOD IMPORTS
- ⑤ VISITOR INFORMATION KIOSK
- ⑥ L'ENFANT WALK
- ⑦ HOTEL/CONFERENCE CENTER
- ⑧ TERRACED PATH TO MIDDLE RACEWAY/GREAT FALLS

Site plan and massing study of proposed parking structure, hotel/conference center, reconfigured highway access ramps, and the spaces in between.

- Parking Garage
- Adaptive Reuse
- Potential New Construction Sites



7. Strengthened Identity and Heightened Awareness

Intended to uncover, share, and celebrate local assets, the recommendations encompassed within this goal area utilize navigational signage and advertising tailored to people passing by at different speeds, improved neighborhood gateways to boost the sense of arrival in Greater Spruce Street, public art installations that communicate about local history and cultural diversity, and public realm enhancements that foster a clean, green, and beautiful urban environment.

Key Recommendations Include:

7.1 Use signage to market hidden assets and local destinations

- Flaunt what you have to offer – introduce townscape improvements at locations visible from Route 80 that advertise the Great Falls and the City’s unique history and current-day attractions
- Install new signage to direct motorists to Paterson’s major destinations

7.2 Improve Gateways to Paterson and the Greater Spruce Street neighborhood

- Introduce murals at highly visible locations near neighborhood gateways
- Implement extensive pedestrian and public realm improvements along Oliver and Ward Streets

7.3 Creatively infuse the public realm with information about Paterson’s unique past and living history

- Rethink the form and function of the “historic plaque”
- Develop and market a “Mill Mile” walking tour of Greater Spruce Street’s historic mill buildings and raceways
- Celebrate Paterson’s literary history by encouraging reading and indulging book worms in the streets

7.4 Establish a cleaner, greener public realm, a greener identity, and a more positive public image

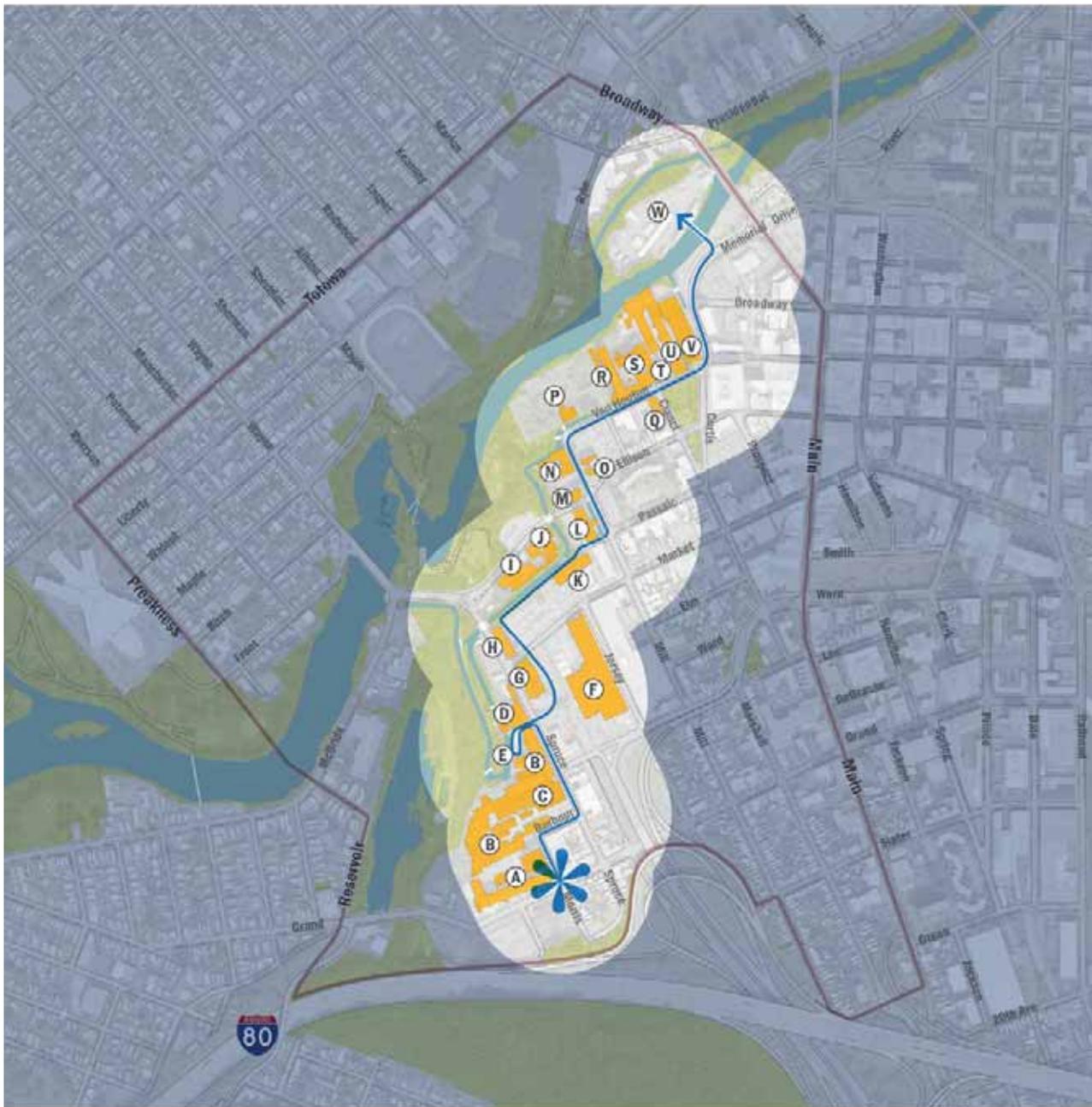
- Provide more trash cans and recycling bins in parks and public places
- Promote recycling and the reduction of waste
- Initiate a comprehensive and successional tree planting program



Proposed marketing to be seen from Route 80 should advertise the Great Falls and the City’s unique history and current-day attractions.



Idea for a reconsidered historic plaque.



Proposed Mill Mile route and audio tour.



- (A) HIGHLAND WATER COMPANY
- (B) BARBOUR FLAX SPINNING COMPANY
- (C) DOLPHIN MILLS
- (D) ROGERS LOCOMOTIVE COMPANY
- (E) PROPOSED UPPER RACEWAY PLAZA
- (F) ROGERS LOCOMOTIVE COMPANY TRAIN SHED
- (G) ROGERS LOCOMOTIVE COMPANY
- (H) UNION WORKS
- (I) COLONIAL MILL
- (J) SANDOZ COMPANY
- (K) DANFORTH COOKE & COMPANY
- (L) HAMILTON MILL
- (M) FRANKLIN MILL
- (N) ESSEX MILL
- (O) THOMSON/ RYLE HOUSES & ESSEX MILL STOREHOUSE
- (P) ATP SITE MILL RUINS
- (Q) QUESTION MARK BAR
- (R) CONGDON MILL
- (S) PHOENIX MILL
- (T) HARMONY MILL
- (U) INDUSTRY MILL
- (V) EDISON ILLUMINATION COMPANY
- (W) S.U.M. ISLAND/"LITTLE CONEY ISLAND"

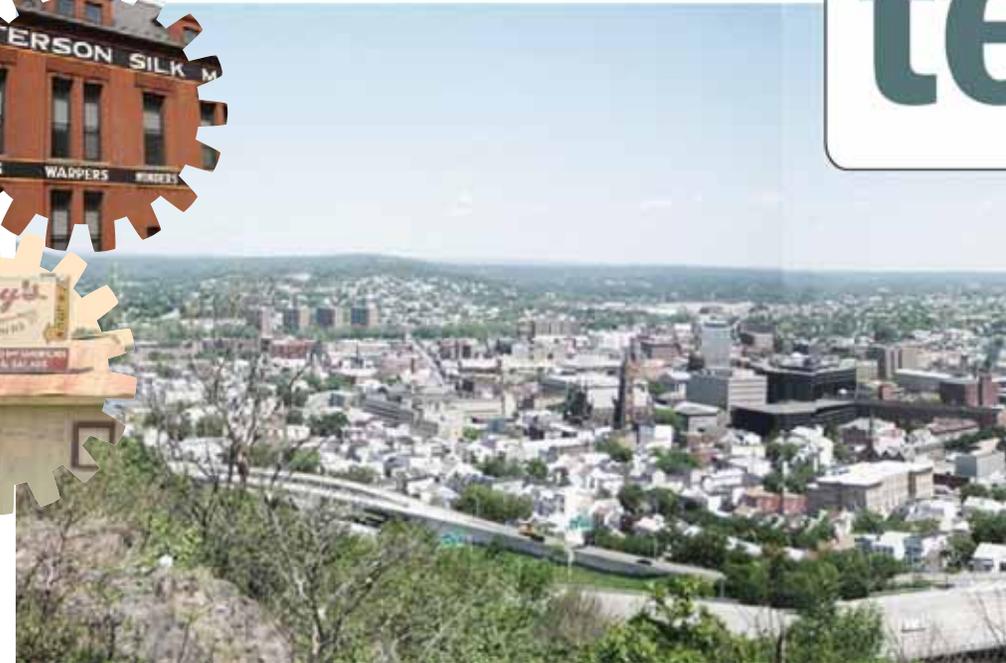
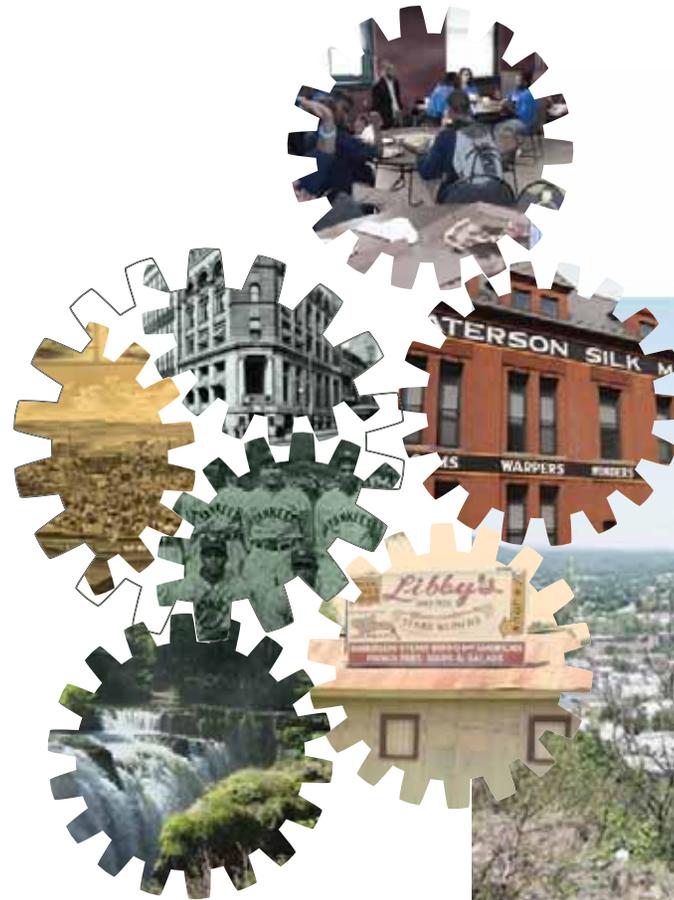
Where do we go from here?

As the lead entity and sponsor of this plan, NJCDC will need to present this plan before a number of public officials, potential funders, and quality developers to jump-start the implementation of key recommendations, further refine the plan, and prioritize individual projects. Immediate next steps include: submitting the plan for adoption by the Paterson Planning Board as an amendment to the Master Plan and presenting the plan to the Wachovia Regional Foundation and the New Jersey Department of Community Affairs (DCA) to become eligible for implementation grant money and Neighborhood Revitalization Tax Credits, respectively.

But approval, political support, funding, and investment will only go so far. A comprehensive neighborhood plan like this one requires a lot of energy by many people dedicated to making Greater Spruce Street a better community. To that end, a Community Advisory Board will need to be convened to oversee the implementation process. Managed by NJCDC staff, the Community Advisory Board will be made up of community residents, business owners, and stakeholders who will meet regularly to discuss the steps and actions required to see the community's ideas become reality. Seven action teams, one for each goal area described above, will lead the day to day work of moving the plan forward. The ball is rolling. The challenge now is to maintain the energy and momentum. *Good luck... and have fun!*



NJCDC takes it to the streets. Source: NJCDC



II Introduction & Methodology

Purpose of the Plan

“Fixing Paterson requires a holistic approach.”

The Greater Spruce Street neighborhood enjoys a prime location in Paterson, New Jersey; it wraps the centerpiece of the entire City, Paterson’s majestic Great Falls, linking downtown with the 77-foot waterfall and its adjacent collection of immense and historic mill buildings that took root along the banks of the Passaic River. It is a neighborhood of diverse contrasts and apparent contradictions – dense and urban yet dominated by nature, rich in American history yet inhabited by shifting immigrant populations, vibrant and growing yet distressed and threatened by decline. A mere 13 miles east of Manhattan, the Greater Spruce Street neighborhood is at once famous (for its landscape, history, architecture, literary cameos, sports, and even hotdogs) yet unknown and unseen.

This neighborhood, lacking clear definition in the minds of its residents and recognized as little more than an exit on the highway to passersby, is on the cusp on major change. Though hidden and off the map at present, the Greater Spruce Street neighborhood is about to re-enter the spotlight. In mid-January 2009, the Senate approved legislation to designate the Great Falls a National Historic Park. With National Park designation, new resources, investment, and development energy will be coming the neighborhood, and though many discussions and much planning has occurred at the local, state, and more recently, national level, this document is an important resident-driven plan for the area.



tell us

WHAT
YOU



think



View of downtown Paterson and the Greater Spruce Street neighborhood from Garret Mountain Park.

The New Jersey Community Development Corporation (NJCDC) recognized that *now* is a critical time in the Greater Spruce Street neighborhood's unfolding story – that now is the time for the community to unite and assert its voice, to think about and prepare for the coming change so that when change comes, it is change that the neighborhood needs and wants. This resident-driven plan, the Greater Spruce Street Neighborhood Plan, is an opportunity for community members, empowered as proactive participants, to document their collective vision for the future and ensure that investment in the Park benefits the neighborhood, environmentally, economically, socially, and physically.

This comprehensive neighborhood plan provides a long-term vision for the future, which will serve as a roadmap for community revitalization. Focused on the concerns and priorities shared by neighborhood residents, business owners, community activists, non-profit organizations, institutions, and other civic leaders, the analysis of existing conditions section documents the first phase of an effort to bring the community of today together to get on the same page about their hopes and dreams for tomorrow. The vision, recommendations, and implementation strategy that follow lay the groundwork for lasting community and economic development within the Greater Spruce Street neighborhood. With the continued involvement and interest of the community, the Greater Spruce Street neighborhood will be poised to build upon its strong roots, guide change, and realize a better future.

The key goals of the plan are to:

- Restore a strong base of active and empowered stakeholders by promoting community pride, trust, communication, and partnerships;
 - Build upon assets, such as the Great Falls Park and Raceway system, underutilized green spaces, historic architecture, and active local artists;
 - Blend the City's rich industrial legacy with the diversity of the current immigrant community and culture;
 - Protect the mill buildings from further deterioration and determine viable options for their reuse;
 - Improve the desirability of Paterson as a place to live, work, visit, and do business;
 - Connect the work of the Great Falls Park plan to the needs of the Greater Spruce Street neighborhood and ultimately the City of Paterson, ensuring that the Park reconnects the neighborhood with the River, creates much needed recreational opportunities, and includes community programming that benefits local residents through employment and other creative means;
 - Coordinate the recommendations of existing plans and proposals with a renewed vision for the community and the ideas that emerge in the context of this resident-driven process;
 - Develop an implementation strategy to guide reinvestment and position the neighborhood to access funding resources and invite public and private investment;
- and
- Build consensus around ideas for the future and get the community and others excited about their collective vision for the Greater Spruce Street neighborhood.

Project Partners

New Jersey Community Development Corporation (NJCDC)¹ is a private, non-profit community development and social service agency founded in 1994 with a mission of creating opportunities to transform lives within the City of Paterson. With an annual operating budget of over \$8 million, the organization serves thousands of individuals each year with a staff of 140.

On the ground, NJCDC's mission translates to four core areas of focus: community development and neighborhood revitalization; affordable and supportive housing; educational initiatives; and youth development.

- **Neighborhood Revitalization and Community Development** includes sponsoring this resident-led neighborhood planning process, working to bring a State and National Park to the Great Falls Historic District, strengthening the community through AmeriCorps, and offering job training to young adults through YouthBuild.
- **Affordable and Supportive Housing** includes building and operating housing with on-site social services for individuals experiencing homelessness, people with mental illness and developmental disabilities, and young people leaving the foster care system.
- **Educational Initiatives** include operating an acclaimed high school focusing on engineering and technology, a large preschool to give Paterson's youngest students a head start, and founding a charter school for 500 elementary school students.
- **Youth Development** includes operating several comprehensive school-based and community-based "Teen Centers" to promote healthy lifestyles, providing 500 inner-city children with comprehensive after-school programs, and cultivating youth leadership through the Paterson Youth Council.

NJCDC is also a leader among non-profit organizations in Paterson, helping to found The Paterson Alliance, a consortium of non-profit agencies serving Paterson residents and working on improving the civic infrastructure of the City.

With tireless ambition to do more to promote positive change in Paterson and the lives of its residents, NJCDC commissioned the Greater Spruce Street Neighborhood Plan as a guide for the organization's advocacy, outreach, and efforts over the next five to 10 years and as a tool to build citizen awareness of and involvement in the change underway.

¹ Source: www.njcdc.org/aboutus. See: www.njcdc.org for more information.

In turn, **Members of the Greater Spruce Street Neighborhood Community** welcomed the chance to have their voices heard, their concerns, ideas, and priorities documented. Community members fulfilled an important role in the planning process, ensuring that it was, in fact, a resident-driven initiative. Almost 150 people completed a resident satisfaction survey, and a survey of local business owners is ongoing. The open public meetings and small group discussions had great turnouts, and 14 people offered candid and passionate comments during one-on-one interviews. These Greater Spruce Street community members played an integral role in informing the analysis and developing the recommendations, enriching our understanding of the place with a wealth of information, anecdotes and memories, questions and challenges, and visions for the future.

Their words help tell the story of this report.



Alexander Hamilton statue at Overlook Park.

With project funding provided by the **Wachovia Regional Foundation**, the **New Jersey Department of Community Affairs (DCA) Office of Smart Growth**, a **DCA Neighborhood Revitalization Tax Credit (NRTC) Planning Grant**, and **PSE&G**, NJCDC retained a team of consultants led by Interface Studio LLC to complete all aspects of the planning work.

INTERFACE STUDIO LLC, is an urban design and planning firm based in Philadelphia that concentrates on community revitalization. With the goal of promoting the long-term viability of urban neighborhoods, Interface Studio adopts a comprehensive design approach focused on identifying critical physical, social, and economic opportunities that will foster sustained and meaningful change. With extensive experience in planning for neighborhoods of immense potential and character yet beset by the complex and interrelated challenges of pervasive poverty and disinvestment, Interface Studio has successfully developed plans that are both innovative and achievable.

Value Research Group, LLC, a real estate appraisal and consulting practice based in Livingston, New Jersey, has experience with a broad range of property types including vacant land, retail, multi-family housing, office, industrial, and residential uses. Value Research Group is actively involved in valuation and advisory functions that range from the highly complex issues of environmental contamination and condemnation to financing and market analysis and will undertake the economic and market assessment for the Greater Spruce Street Neighborhood Plan. Value Research Group offered its in-depth knowledge of Paterson past and present, enriching both the analysis of existing conditions and the development of the final planning strategy.

Study Boundaries

The primary study area for the Greater Spruce Street Neighborhood Plan encompasses the area bounded by Main Street to the east, Totowa Avenue and West Broadway to the north, Preakness and Reservoir Avenues to the west, and Interstate 80 to the south.

The Passaic River, with its adjacent parklands and dramatic Great Falls, cuts diagonally across the study area, at once dividing the collection of city streets, blocks, and buildings in two while also serving as a distinctive and unifying centerpiece for this portion of the City of Paterson. However, as the people who live, work, worship, study, and learn within the Greater Spruce Street area identify strongly with

“**downtown,**” “**Hinchliffe,**” “**Totowa,**” “**the Falls,**” and the

City as a whole (“**P-Town,**”) the plan adopts a larger view as well to place the Greater Spruce Street neighborhood in context. Without question, beyond the investment interest swirling around the future Great Falls National Park, the urban dynamics at work in surrounding districts and neighborhoods will inform the Greater Spruce Street neighborhood of tomorrow.



Figure 1. Base Map

Planning Process

The eight-month planning process for the Greater Spruce Street Neighborhood Plan began in June 2008 and ends in January 2009 with the adoption of a final neighborhood plan by NJCDC and the Greater Spruce Street community.

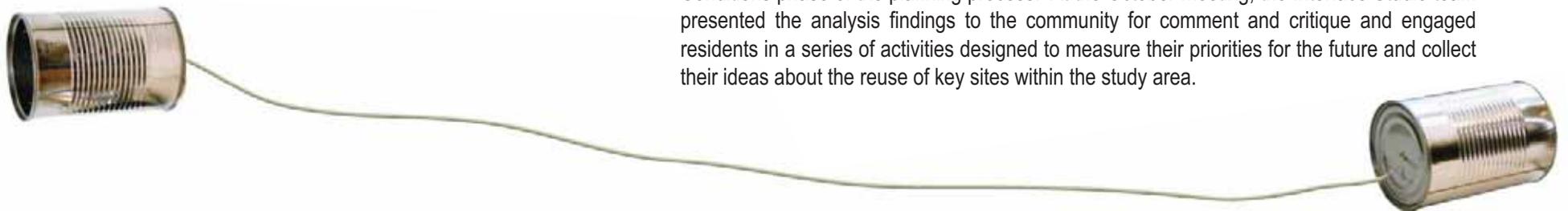
The creation of a community-driven plan, one that will serve as a unified voice for local residents, business owners, institutions, students, community leaders, and political representatives, among others, requires the participation and support of community stakeholders throughout the planning process. As such, the planning process attempted not only engage the public, but also to help to build a sense of community among the Greater Spruce Street neighborhood's diverse constituency.

The public outreach conducted during the planning process initiated important conversations, brought people out of their homes, and reminded neighbors that they are not alone and powerless, but rather united and empowered to act.

Public Outreach

To create a plan reflective of the Greater Spruce Street neighborhood – its people and its character – requires an open and ongoing public dialog. Thus far, the Interface Studio team has talked, listened, and brainstormed with community members using the following methods:

- 14 confidential **interviews** with a sample of residents, community leaders, local developers, service providers, and political representatives.
- A series of **public focus groups** with representatives from distinct stakeholder groups in the neighborhood, each with unique concerns and opinions regarding the future of the area and the City. Together, Interface Studio and NJCDC conducted discussions with the following constituencies: a group of residents, a group of service providers, a group of government officials, and a group of local teens,
- A **resident satisfaction survey** offered in English or Spanish and administered by NJCDC staff members. The questionnaire, designed to gather information on local issues, concerns, and future priorities, was distributed door-to-door within the study area throughout June, July, and August. An NJCDC staff member walked respondents through the survey, answering questions as necessary. 149 people across a range of ages and ethnicities completed the survey. The results were tabulated by NJCDC and are woven throughout this report.
- A set of **“postcards from the future”** written by YouthBuild, Garrett Morgan Academy students, and Great Falls Teen Center participants. The teens were asked to imagine that they were writing to a friend or family member from the year 2028, describing all that there is to see and do in the Greater Spruce Street neighborhood 20 years from now.
- A **public presentation and visioning process** concluded the Existing Conditions phase of the planning process. At the October meeting, the Interface Studio team presented the analysis findings to the community for comment and critique and engaged residents in a series of activities designed to measure their priorities for the future and collect their ideas about the reuse of key sites within the study area.

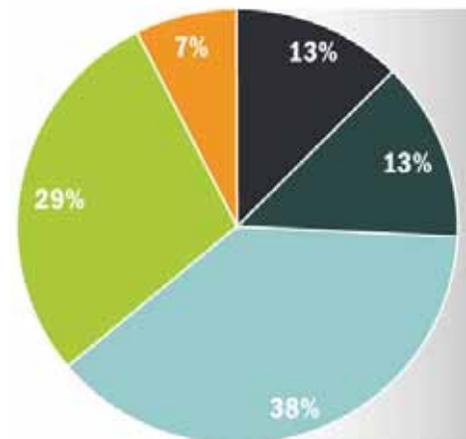


Community input helped the Interface Studio team complete a thorough analysis. Because the overriding objective of the plan is to be consistent with the values, visions, and priorities of the Greater Spruce Street community, continued collaboration and strong backing by local residents, businesses, and institutions was necessary as we together developed recommendations for the area. As the community now transitions from planning into plan implementation, momentum must remain strong, and the community must remain active and involved.

Off to a strong start, the community and its leadership not only understand but embrace their role as empowered effectors of change. Indeed, a call that, **“it’s not up to them, it is up to us,”** met with resounding support at an initial planning meeting.

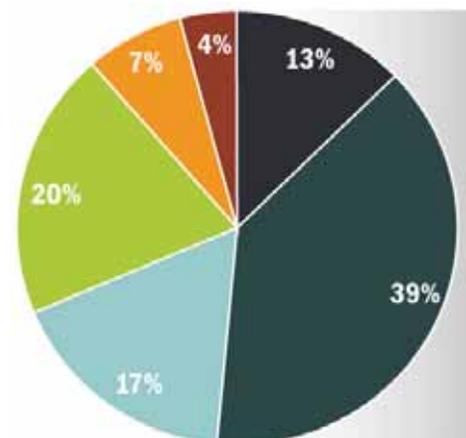


Figure 2. Resident Satisfaction Survey Population



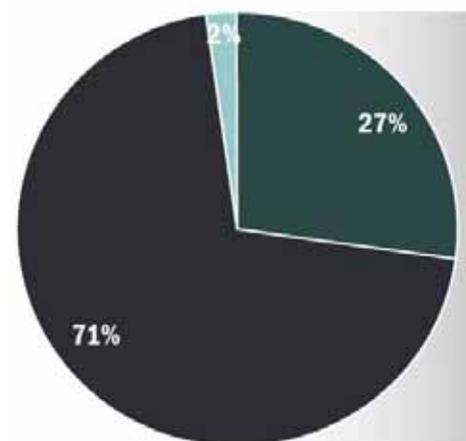
HOW OLD ARE YOU?

- Under 18
- 19 - 24 Years
- 25 - 44 Years
- 45 - 64 Years
- 65 and Older



HOW LONG HAVE YOU LIVED IN THE AREA?

- Less than 1 Year
- 1 - 5 Years
- 6 - 10 Years
- 11 - 20 Years
- 21 - 30 Years
- More than 30 Years



DO YOU RENT OR OWN YOUR HOME?

- Rent
- Own
- Neither

Figure 3. Resident Satisfaction Survey Population Statistics



At October's open public meeting, hosted in the Paterson Museum's gallery space, residents viewed a brief presentation of the analysis and then enthusiastically offered comments and ideas for the future of their neighborhood.

Each community stakeholder at the meeting received three dot stickers, worth \$10,000, \$5,000, and \$1,000, respectively. To uncover local priorities, residents were asked to place their dots (spend their money) within the categories listed at the left. Education, crime prevention, jobs, and recreation captured the highest allocations of funding.

Residents were also invited to brainstorm and share their visions for key sites in the neighborhood. The Bus Barn on Market Street, Hinchliffe Stadium, Spruce Street, vacant land, and Main Street commercial spaces, representing sites for possible redevelopment, reinvestment, or catalyst projects, were the focus of this exercise.

The productive session yielded thoughtful feedback, fresh ideas, a sense of anticipation about the neighborhood's transformation, and a collective desire to be a part of such change.

show us the money.

? If you had \$10,000, \$5,000 and \$1,000, how would you spend it to improve the Greater Spruce Street neighborhood?



Figure 4. Public Meeting Input: Resident Priorities

share your vision.

? If the **Bus Barn** didn't house buses, what would you like to see in that space instead?

share your vision.

? How would you like to see **Hinchliffe Stadium** reused in the future?

share your vision.

? How would you make **Spruce Street** safer for pedestrians, especially students?

share your vision.

? What would you build to fill in vacant spaces?

share your vision.

? What stores would you bring to **Main Street**? What uses would you introduce upstairs?

Figure 5. Public Meeting Input: Ideas for Key Sites

Project Phases

The Greater Spruce Street Neighborhood Plan planning process, led by the Interface Studio team and overseen by NJCDC, consisted of four phases, all of which are now complete:

1 The **Research and Existing Conditions Phase**, defined by observation, research, and outreach to assess and determine neighborhood needs included:

- A parcel-by-parcel survey of the Greater Spruce Street neighborhood to create an up-to-date land use map and determine the physical conditions of the neighborhood;
- An in-depth examination of the physical environment to assess the existing commercial and retail mix, the distribution of service providers, the quality of the natural environment, architectural value and visual interest, local traffic and circulation patterns, the transit system, parking resources, and pedestrian amenities;
- Census research coupled with Claritas estimates and projections to evaluate demographic and socioeconomic changes within the neighborhood over time;
- A review of historic maps and photographs as well as existing planning documents whose boundaries overlap with those of the Greater Spruce Street study area;
- A public outreach initiative designed to get the gossip on the ground and access the qualitative aspects of the neighborhood. The public outreach for the first phase of the project comprised individual interviews, a series of focus groups, a resident satisfaction survey, and a public meeting;

and, finally,

- Processing the information collected during the analysis to identify opportunities and challenges for the future of the Greater Spruce Street neighborhood.

2 The **Preliminary Recommendations Phase** involved:

- Creating a susceptibility to change map that highlights specific areas requiring more focused attention;
 - Incorporating Best Practices and Precedents research – a compilation of successful techniques for achieving change – collected from neighborhoods in the region and beyond, to determine a relevant set of innovative and attainable planning strategies;
 - Generating a list of goals and objectives based upon public input;
 - Developing a series of preliminary recommendations, also grounded in the community’s vision for the future, for achieving such goals and balancing observed trends and projections with desired outcomes;
- and
- Sharing the preliminary recommendations with NJCDC and other community leaders and stakeholders to ensure that the ideas were on target.



3 The **Plan Development Phase** was devoted to developing the recommendations that comprise the final plan. The Interface Studio team:

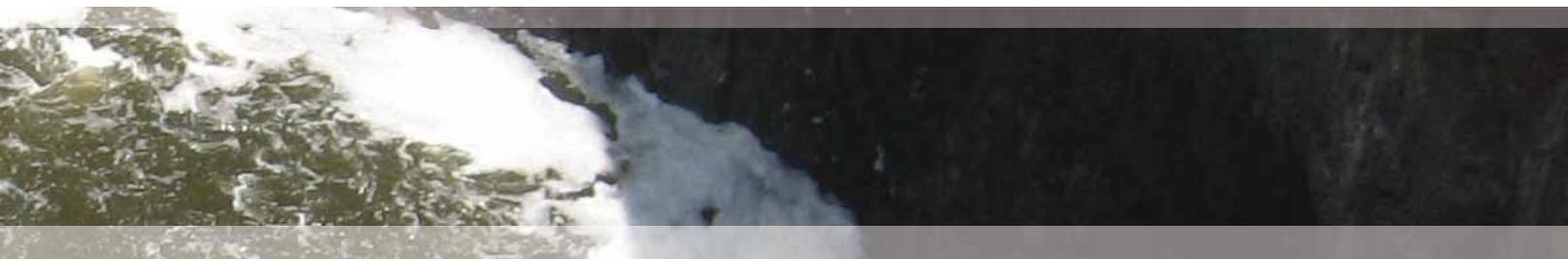
- Refined and further developed the preliminary recommendations in response to the input of community leadership;
- and
- Submitted a Draft Greater Spruce Street Neighborhood Plan to NJCDC for review and distribution to key community leaders and stakeholders.

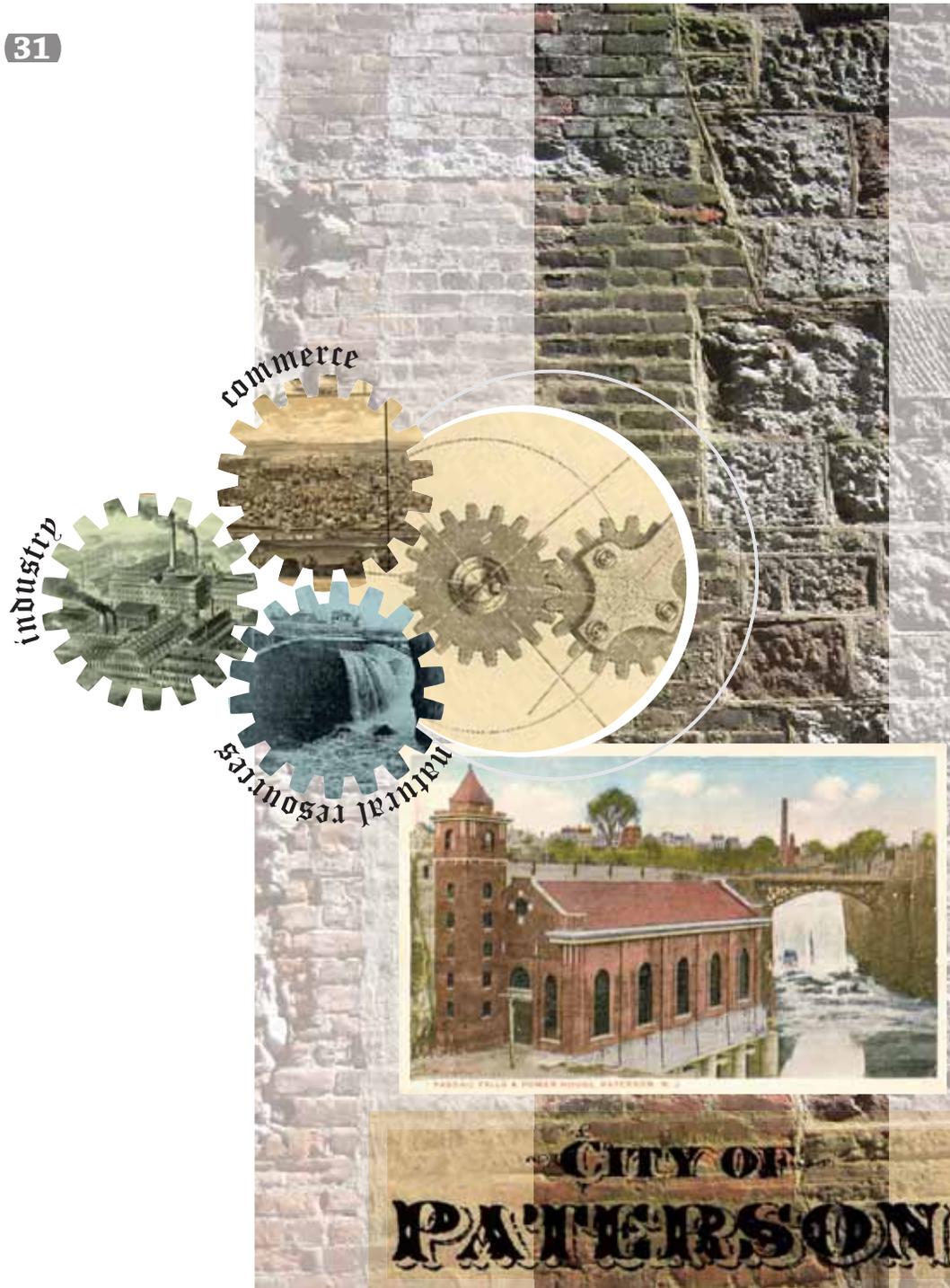
4 The planning process culminated with the delivery of the **Final Neighborhood Plan**. The Interface Studio team:

- Edited the Draft Greater Spruce Street Neighborhood Plan to address all further comments offered by NJCDC, area residents, business owners, neighborhood institutions and organizations, political representatives, City agencies, and other stakeholders;
- Developed an Implementation Approach and Matrix together with NJCDC that define priorities and indicate a timeframe and potential partners for each recommendation;
- Delivered the final Greater Spruce Street Neighborhood Plan to NJCDC; and
- Will now remain on call and available to **take the show on the road**, presenting the final plan to City officials and other entities whose support is necessary for successful implementation.

The Final Plan was completed in January 2009.

NJCDC, its coalition of involved neighborhood institutions and leaders, and all interested community members now assume responsibility for the Greater Spruce Street Neighborhood Plan, its adoption, and its implementation. NJCDC has convened a Neighborhood Advisory Committee to oversee the implementation process and has kicked off a series of regular open public meetings to ensure ongoing public participation as implementation moves forward.





III Yesterday and Today



Map of Paterson, 1880.

“In Paterson, authenticity is paramount.”

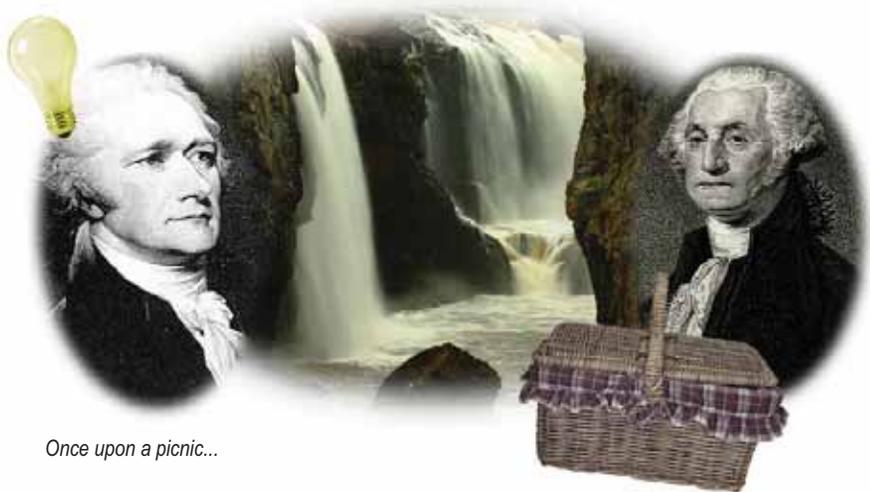
Rarely are so many eras of change, conflict, prosperity, and destruction visible in our cities as they are in Paterson. The richness of the City’s past combined with the reverence that long-time residents have for the evolution of their hometown means that Paterson is both bolstered, and haunted, by its past. And nowhere in Paterson is this history more visible than around the Great Falls.

The Greater Spruce Street area, which hugs the Great Falls on all sides, is intimately linked with this natural wonder. As the Great Falls fueled development and growth over time, the Greater Spruce Street area was the first to experience the impacts.

Historic Development

A Neighborhood 13,000 Years in the Making

The Great Falls were formed 13,000 years ago by a small earthquake that created a channel for water from a nearby Glacier. At the base of the Watchung Mountains, the area evolved as prime hunting and fishing grounds for the Lenni-Lenape people and farmsteads for Dutch settlers.



Once upon a picnic...

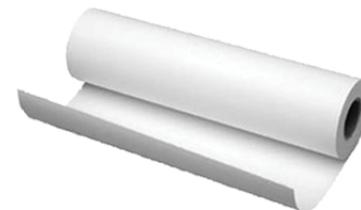
The heart of Paterson was, and is, the Great Falls. Paterson's founder, Alexander Hamilton, first saw the Great Falls with General Washington, who had his Headquarters there for part of the Revolutionary War. As the nation's first Secretary of the Treasury, Hamilton conceived and implemented his plan to harness the force of the Great Falls—then the nation's largest waterfall—to power new industries that would secure America's economic independence and begin transforming a rural agrarian society based on slavery into a modern economy based on freedom. Hamilton commissioned Pierre L'Enfant to draw up plans for the town and design an innovative water power system for Paterson, including raceways that would transport water power and goods to mill sites. L'Enfant went on to design Washington D.C., and many in Paterson attribute the existing fabric of the town and the Greater Spruce Street neighborhood to his vision.

To ensure the success of his vision, Hamilton created the Society for Establishing Useful Manufactures (S.U.M.) in 1791. Significantly, S.U.M. was not a town charter but one for a corporation with great power including the ability to condemn property, use land with tax-exempt status, and hold exclusive domain over the Passaic River.

A City of Firsts: Silk City

Hamilton called for diverse manufactures in Paterson that would help make America economically independent of England and other foreign powers. And, fulfilling his vision, Paterson became a great manufacturing city for many industries. During the War of 1812, when imports from Europe were cut off, Paterson's growth took hold. The infrastructure and buildings were already in place, and Paterson became the hub of the nation's industrial growth and innovation. A second set of raceways were built in 1827, fueling a string of new factories, many of which used the water for dyeing processes. By the late 1800s, Paterson, or "Silk City," was producing almost half of the silk manufactured in the United States, more than any city in the world.

Paterson manufactures not only changed our national character but transformed America's relations with the world, including the first manufactured cotton sailcloth for all of the ships in America's Navy; the first Colt revolvers; more locomotives than any city in the nation; the first motorized submarine; and more aircraft engines than any city in the nation—including the engines for the Spirit of St. Louis and for the bomber of World War II.



Paterson's Historic Exports: silk, Roger's locomotives, continuous rolled paper, Colt revolvers, and submarines.

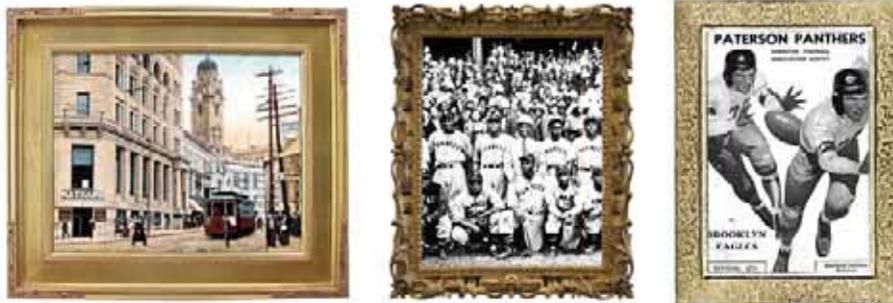
33 The Greater Spruce Street neighborhood naturally emerged as the focus for the City's economic growth and industrial development. Mill buildings framed the waterways, and the adjacent downtown developed with a range of ornate commercial buildings to serve factory owners and workers. The Great Fire of 1902 decimated downtown, yet in the ashes of the destruction the City regrouped and rebuilt. The architect Frederick Wesley Wentworth, among others, designed new Beaux Arts buildings to reflect the optimism of the City and its rapid growth. Until 1900, Paterson was the fastest growing City in the country.

Coupled with industrial innovation and growth, seeds were also planted to reinforce the City's love of sports. After a century of rapid development, by the 1920s the residents were craving a place to hold sporting events. Years of resident-driven fundraising and work resulted in the construction of the 10,000 seat Hinchliffe Stadium in 1931, which played the central role in fostering Paterson's great history in sports. Today, Hinchliffe is one of the only surviving stadiums that served the Negro Baseball Leagues. "Home to Hall of Famers," the New York Black Yankees and New York Cubans used the Stadium as their home field. In 1934, Dizzy Dean pitched in Hinchliffe against the Black Yankees only ten days after winning the World Series. In addition to baseball, the Stadium was used prominently for auto racing, boxing, and professional football. (Paterson once had five professional football teams.) Until 1997, Hinchliffe, now owned by the Board of Education, served as the location for major school sporting events including the annual high school rivalry games on Thanksgiving.

Workers Unite

The growth of Paterson was often at the expense of its residents and workers, however, many of whom were foreign-born or first generation immigrants that came to find work. As documented as the legacy of innovation and invention in Paterson, there is also a legacy of conflict. The basis of this conflict stems from the 40-year period between the establishment of the S.U.M. and the enactment of an actual town charter for Paterson – named after New Jersey's second Governor. Although a local government was formed, its powers were limited compared to those of the S.U.M.

Consequently, factory workers and the working class had no means of improving working conditions nor the conditions of their housing and neighborhoods. The first strike occurred in 1794 because workers wanted their children to have schooling. From then forward, striking became a regular habit in Paterson. Between 1850 and 1914, "Paterson was the most strike ridden city in the United States." Terrible working conditions, child labor, disease, poor housing conditions, and a lack of basic amenities like sidewalks fueled even greater tensions and frustration until 1913 when textile workers went on strike. The Great Strike lasted for five months and ultimately bankrupted companies, sent poverty soaring, and left a stain on the City's confidence and image. Because the workforce comprised overwhelmingly foreign-born immigrants from very different countries, there was no organized movement to inject a community voice into politics, and the City continued on much as it had before. The S.U.M. was finally dissolved in 1945, and the local government took control of the City's future.



Left: Market Street postcard, New York Black Yankees team photo, Paterson Panthers poster.
Below: Paterson skyline, 1913.



Preservation Forms the Foundation for the Future

Following the last era of prosperity on the heels of World War II, Paterson, like many other cities, experienced a prolonged period of decline as industries and jobs left the City. Vacancy increased in the area around the Great Falls, and what were once active mills, housing units, and stores became vacant buildings and parking lots. Even extraordinary landmarks like Hinchliffe Stadium were largely underutilized leading to its ultimate condemnation and closure in 1997. The City's population reached a low point in 1980 but has steadily increased in subsequent decades due entirely to the arrival of new immigrants. Despite the City's past and present challenges, it remains a major gateway for immigrants.

The first significant attempts to reverse Paterson's misfortunes coincided with the City's riots in the late 1960s and the arrival of federal Urban Renewal dollars. The federal dollars brought the promise of significant change, and plans were created to demolish deteriorated buildings, build new housing and commercial space, and improve transportation. Unfortunately, in the rush to build new there was not enough attention paid to the status of existing houses, which were rapidly converted to multi-family buildings and boarding houses. Today, the majority of properties in the Greater Spruce Street area are multi-family and, subsequently, rental units.

The most aggressive urban renewal plan was completed by Victor Gruen and proposed a new highway to bring suburbanites back to the City. The highway would have obliterated a significant portion of the Greater Spruce Street area along with its historic mills. John Young, a Masters student at Columbia University, had been doing research on Paterson's historic structures and approached the then Mayor's wife, Mary Ellen Kramer, about the possibility of having the area designated a historic district. The two worked on the application while the Department of Transportation (DOT) was acquiring properties for the highway. The historic designation was approved by Congress, and all activities to build the highway were forced to stop immediately. The Great Falls Development Corporation was created to develop an alternative vision for the area and used Title 9 dollars to buy back properties owned by DOT. While some buildings were lost, others like the Roger's building, now home to the Paterson Museum, were saved.

In 1976, President Gerald Ford designated 118 acres of land near the Great Falls a National Landmark. This act began what has been a long process to designate the Great Falls area a National Park, thus offering stability and preservation of the Falls and surrounding properties. Promptly after Congress passes the legislation, President Obama will sign the law that will lead to creating the Paterson Great Falls National Historical Park. Creation of a National Park in Paterson will be the first big step of transforming the negative image of the City and channeling more public and private funds to the Greater Spruce Street neighborhood.

Window into the Paterson Museum.



The Great Falls remains the heart of Paterson and a place of seminal importance in American history. No other natural wonder in America has played a more important role in our nation's historic quest for economic opportunity. At the Great Falls, Paterson has the only National Historic District that includes both a National Natural Landmark and a National Historic Landmark.

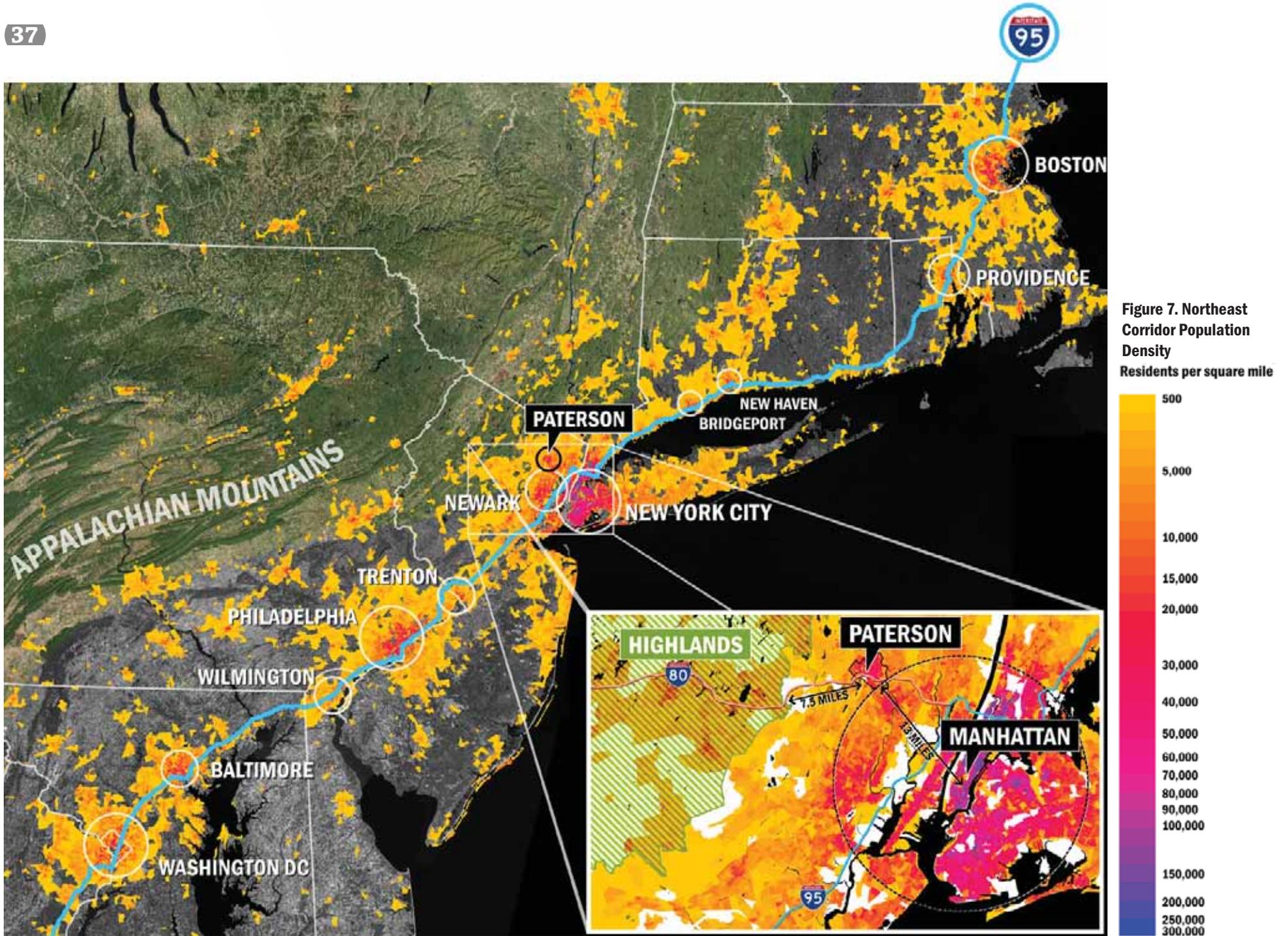
To celebrate the past, Paterson must look to the future. The future built environment of the neighborhood should be a combination of adaptive reuse of historic structures and dynamic new buildings that do not merely replicate what was the cutting edge in the 1790s but reflect the cutting edge of design, planning, and sustainability today.

Indeed, with great concern that there is too much emphasis on preservation at the expense of new development and other initiatives, the central challenge is to find creative ways to tie the past to the present using the historic structures as one element, albeit a critical one, of a larger revitalization strategy.



Figure 6. District Boundaries

-  Great Falls Historic District, Local Zoning Boundary
-  Great Falls National Historic Landmark District
-  Downtown Commercial Historic District
-  Approximate National Park Boundary



Today's Context

Paterson City Context

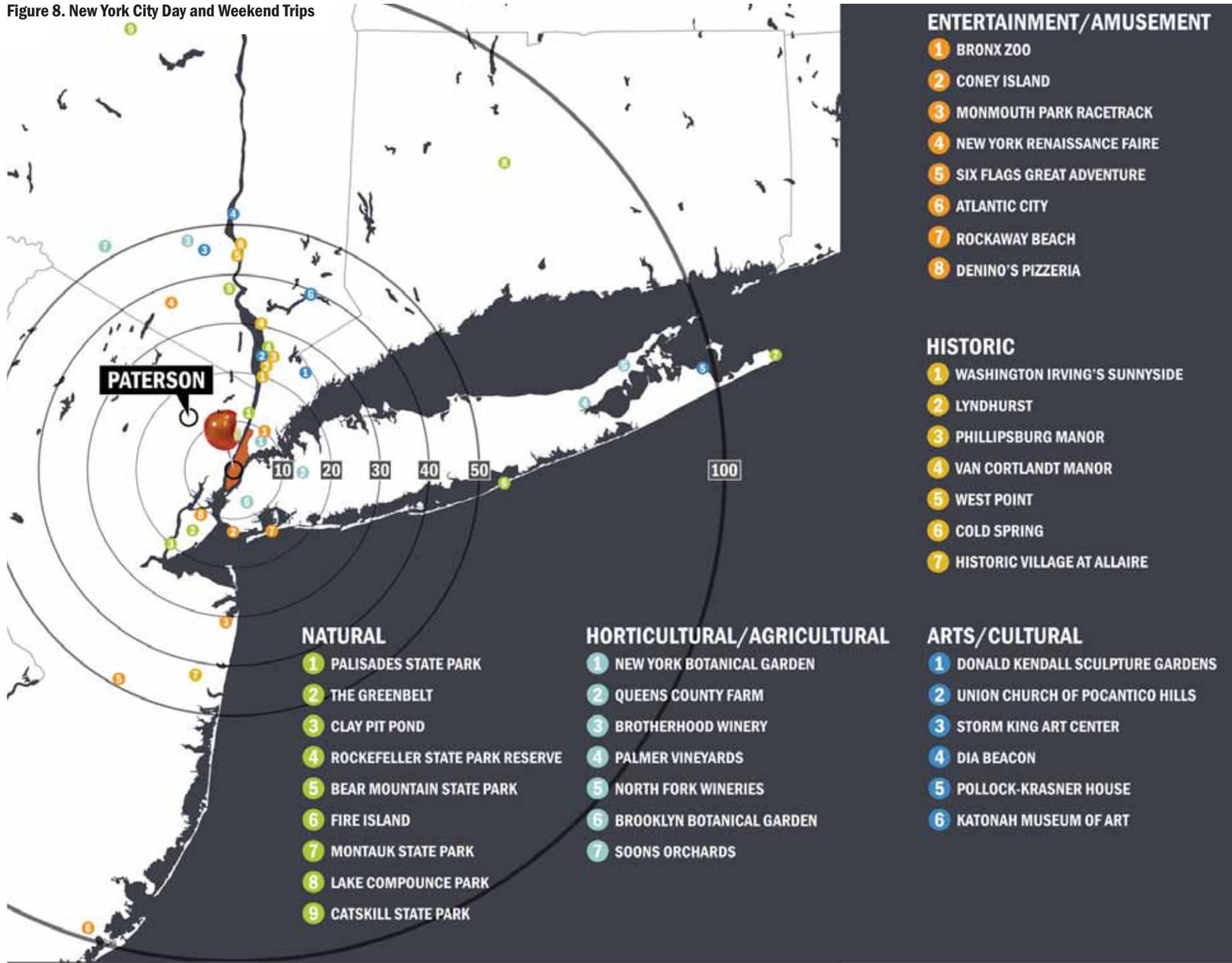
Paterson is centrally located in the heart of northern New Jersey in southeastern Passaic County. Situated a mere 13 miles northwest of Manhattan and 7.5 miles east of the New Jersey Highlands at the crossroads of Interstate 80 and Route 19, the City is on the cusp the densest metropolitan area along the northeast corridor and a vast nature preserve. Paterson itself is dense and urban, historic, contemporary, and evolving – “a gritty city” with a story to tell and an awe-inspiring landscape, and yet, “hidden,” completely off the radar, an exit on the Interstate, considered a drain on resources and a center of poverty and crime, another city fallen victim to tarnished image and misperceptions.



Highway signage and city pride.



Figure 8. New York City Day and Weekend Trips



Indeed, despite its proximity to New York City, its central location and accessibility within the New York metropolitan area, and its diverse offerings with the potential to pique the interests of a range of travelers and day trippers (from historians to foodies, artists to naturalists, architecture buffs to linguists, baseball fans to Hot Texas Weiner enthusiasts, New Yorkers to suburbanites to international tourists), Paterson remains just off the map. It is a hidden gem, an unknown day trip, and so much closer than so many regional destinations – but not for long. The lack of awareness will disappear with National Park designation at the Great Falls, and Paterson – its Greater Spruce Street neighborhood, in particular – will find itself back in the spotlight, back on the map and on the tourist trail. This plan investigates what such changes can and should mean for the existing community, the people and places, in the Greater Spruce Street neighborhood.



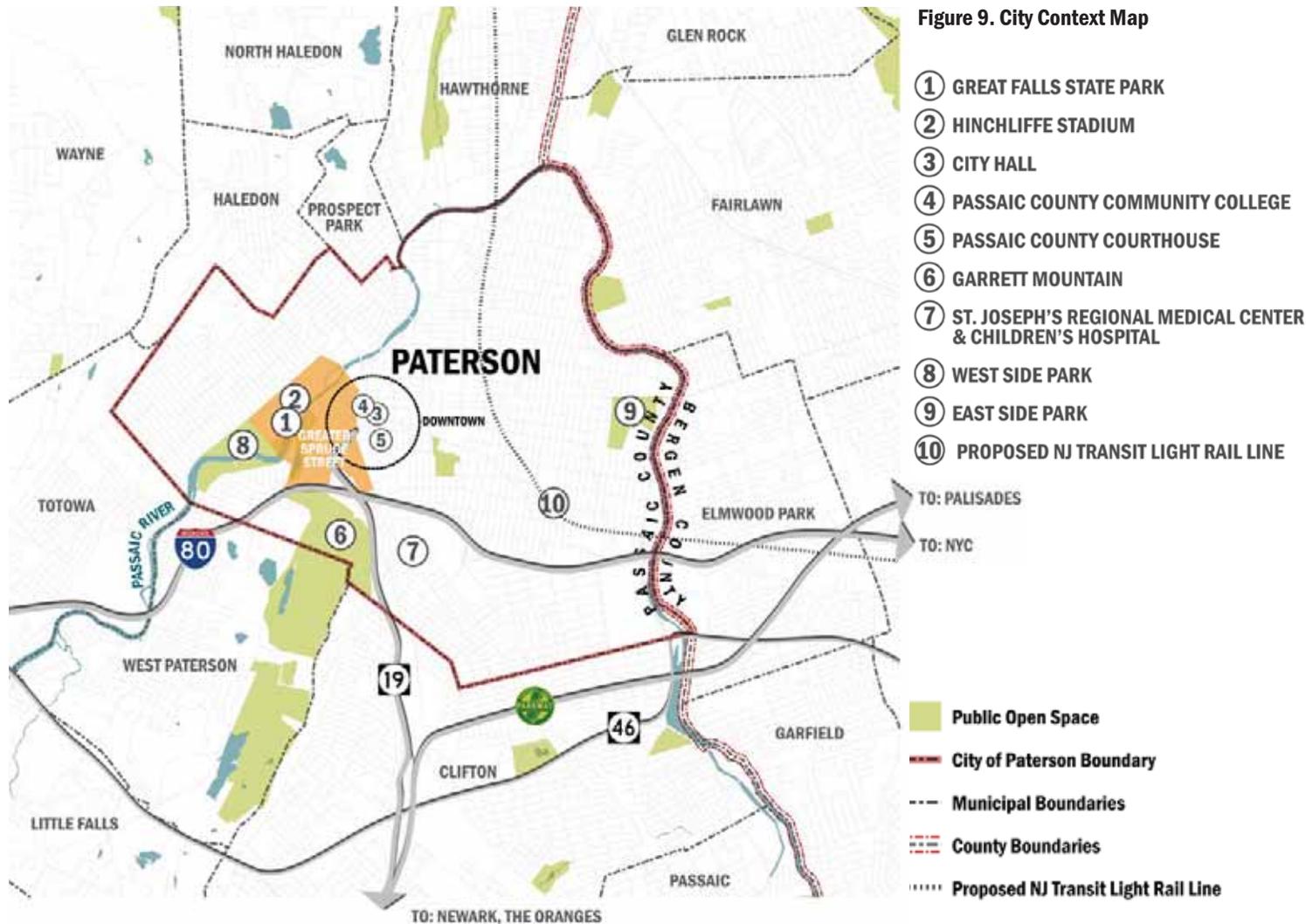
Tourism meets the Great Falls.

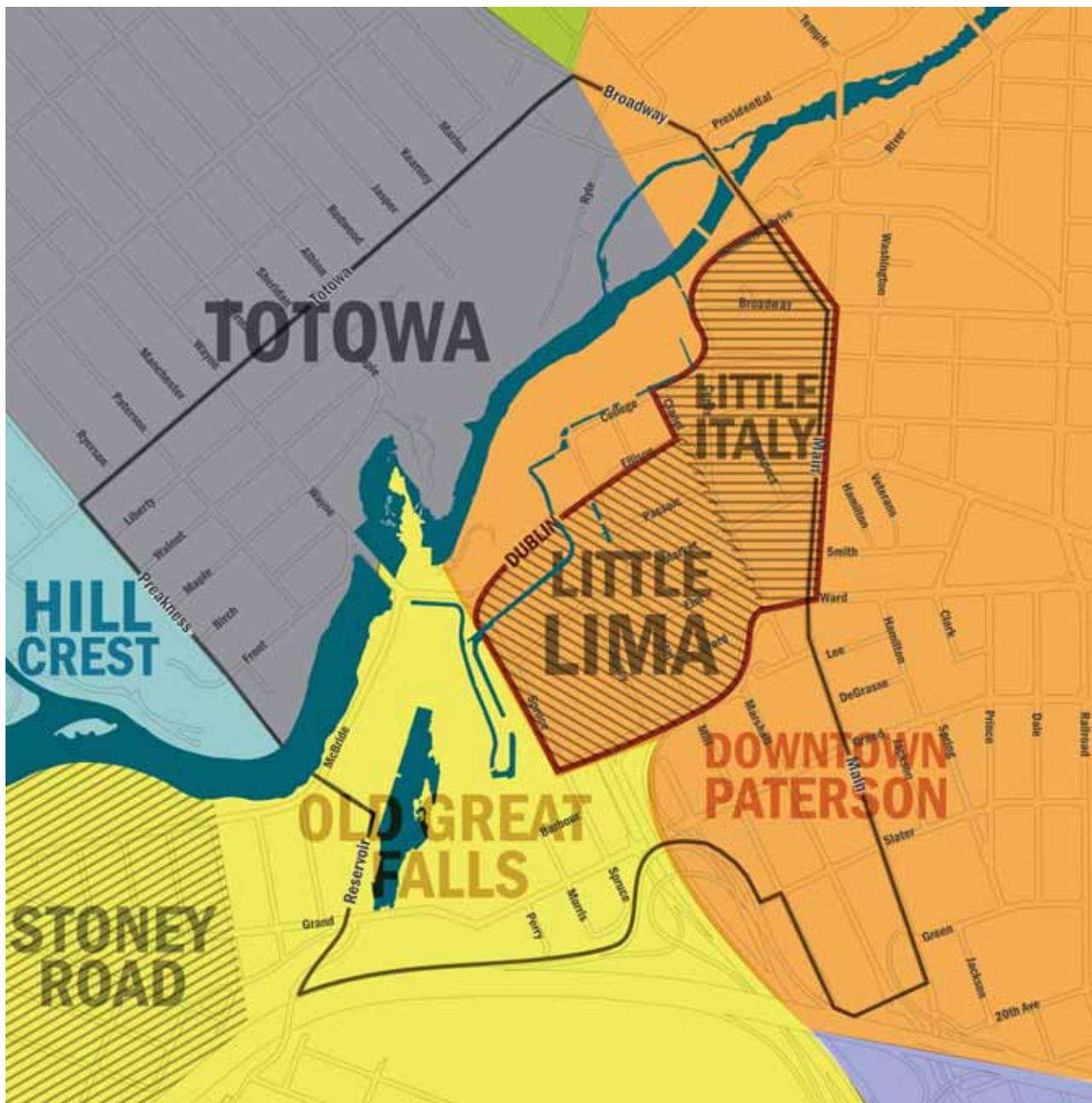
Neighborhood Context Today

“This area is the good part - it’s different from the Paterson that has the bad reputation.”

The Greater Spruce Street neighborhood, defined for the purposes of this community planning process, lies just west of center in the City of Paterson, north of Garret Mountain Park and adjacent to Downtown, straddling the Passaic River and its Great Falls. In truth, this “neighborhood” is a confluence of several neighborhoods – Totowa on the northwest side of the Passaic, Downtown (which overlaps with areas once dubbed Dublin and Little Italy to reflect the local immigrant

populations and today better recognized as Little Lima) and Old Great Falls on the southeast side. With the creation of the Great Falls National Park on the lands that flank the River, the Falls, and the adjoining network of Raceways, this “neighborhood” will soon become at once more physically divided, more socially and economically united.





Home to the Great Falls, which conjures a strong mental image in the minds of many, the Greater Spruce Street area certainly has an identity, if not a *neighborhood* identity. On the resident satisfaction survey, respondents described their neighborhood as “**the hood,**” “**Totowa,**” “**Downtown,**” “**By the Falls,**” “**Hinchliffe,**” “**P-Town,**” “**Silk City,**” “**Terror Street,**” and “**Ghetto Mills,**” – descriptions that at once reflect neighborhood boundaries, a common tendency to generalize about the City as a whole when speaking about this area in particular, and social commentary about on the ground conditions. In addition to the dramatic landscape and the legacy of the Falls, the eclectic study area hosts a beautiful, historic Main Street lined with tall and partially vacant Beaux Arts buildings, a collection of equally historic, immense, underutilized, and deteriorating mill buildings, a concentration of institutions and service providers along the major arteries, and a system of residential streets, corridors teeming with traffic and ethnic businesses, and highway infrastructure looming above.

Residents recognize that the area is changing – reinventing itself and awaiting further reinvention by the coming National Park. Defined throughout time by history and flux, “**this area is like a campus of learning,**” a process unfolding.

Figure 10. Neighborhood Context Map

Neighborhood Profile – a demographic overview

The following quantitative data was compiled using the United States Census for 1990 and 2000 and Claritas estimates and forecasts for 2008 and 2013. Qualitative data – anecdotes and commentary offered by community stakeholders – add depth, interpretation, and an on-the-ground reality-check of the demographic overview, explaining, confirming, and in some instances contradicting the numbers. A full listing of the Census Block Groups tracked for the purposes of this study is included in the Appendix.

Population and Population Change

In 2000, the U.S. Census recorded 10,691 residents living in the Greater Spruce Street neighborhood. However, the Passaic County Jail's location within the study area boundaries causes the community's population to appear larger than it may be; in 2000, the non-incarcerated population in the Greater Spruce Street neighborhood was 8,775 people. However, given that Paterson is an immigrant city and that the study area (as described in greater detail below) is home to an exceptionally high proportion of foreign-born residents, it is likely that many of the neighborhood's residents are undocumented and unaccounted for in the U.S. Census causing the actual size of the population to be both larger than reported and constantly shifting.

According to the U.S. Census, the Greater Spruce Street neighborhood grew by 10% during the 1990s, a higher rate of growth than that experienced by the State of New Jersey (8.6%) during the same timeframe. The City of Paterson, in contrast, lost a reported 5.6% of its total population between 1990 and 2000. Despite the study area's strong growth in the 1990s, Claritas estimates of population change in the Greater Spruce Street neighborhood between 2000 and 2008 suggest only minimal growth of less than 1%. Similarly, Claritas projections of population growth for the study area between 2008 and 2013 predict continued stagnancy (less than 1% growth).²

² These estimates and projections are based on Census trends and likely show little growth within the study area in part due to the citywide population loss between 1990 and 2000 and the continued, albeit slighter, citywide population loss estimated and projected between 2000 and 2008 (less than 1%) and 2008 and 2013 (1%). Claritas estimates and projections do not take into account the effects of immigration in the area.

Race and Ethnicity

“The City is very segregated by neighborhood and schools.”

In 2000, the racial composition of the Greater Spruce Street neighborhood was 38.5% Caucasian, 19.2% African American, 6.3% Asian, and 36% Other.³ As shown on the maps illustrating racial distribution within the City of Paterson and its municipal neighbors, the Greater Spruce Street neighborhood has a higher proportion of Caucasian residents compared to the City overall (30.8%) and a lower proportion of African American residents than the City (32.9%). Compared to its municipal neighbors, however, both the study area and the City have a far lesser concentration of white residents and a far greater concentration of black residents. Indeed, “the perception is that white people don't live in Paterson.”

The ethnic composition⁴ of the Greater Spruce Street neighborhood reflects the strong Latino presence in the area. In 2000, 60.9% of the neighborhood was Hispanic or Latino, up from 55.8% in 1990. Claritas estimates that by 2008, the neighborhood's Hispanic population had grown to 63.4% of the total population. In the City of Paterson as a whole, people of Hispanic or Latino descent represented 50.1% of the total urban population in 2000 and an estimated 55.6% in 2008, again significantly higher than the municipalities surrounding the City. The 2000 Census does not report on data about other ethnicities living in the area, but survey responses and qualitative data collected during stakeholder interviews and focus groups indicate that the Greater Spruce Street neighborhood is quite diverse ethnically, home not only to established Latin American and Caribbean communities, but also to growing East Indian and Arabic enclaves.

³ American Indian and Alaskan Natives comprised 0.7% of the Greater Spruce Street neighborhood's 2000 population. Native Hawaiians and other Pacific Islanders comprised 0.1%. 29.6% of the neighborhood's population characterized themselves as “of some other race.” 5.7% of the neighborhood characterized themselves as bi-racial or multi-racial.

⁴ The Census records residents who identify as Hispanic or Latino under ethnicity, not race, as someone who is Latino may be black, white, another race, or multi-racial. The ethnic breakdown is thus separate from the racial breakdown.

Figure 11. Racial Distribution: White and Black

Source: U.S. Census 2000

Percent White Residents:

PATERSON
30.8%

GREATER SPRUCE STREET NEIGHBORHOOD
38.5%

Percent Black Residents:

PATERSON
32.9%

GREATER SPRUCE STREET NEIGHBORHOOD
19.2%

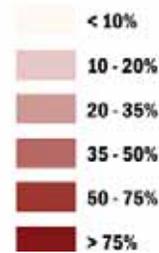
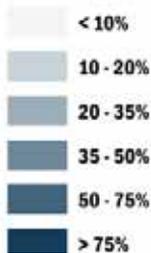
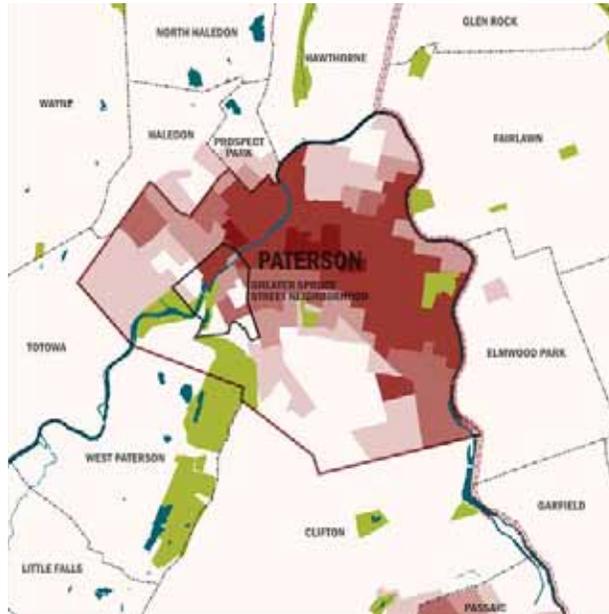


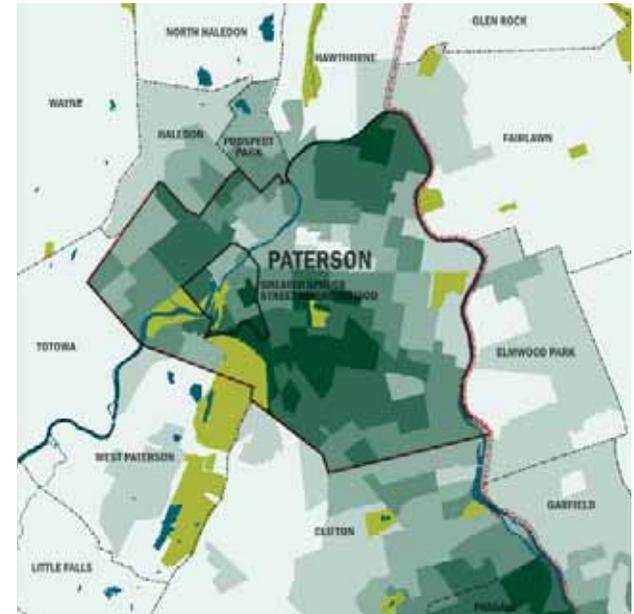
Figure 12. Ethnic Distribution: Hispanic

Source: U.S. Census 2000

Percent Hispanic Residents:

PATERSON
50.1%

GREATER SPRUCE STREET NEIGHBORHOOD
60.9%



Immigration

Such ethnic diversity is consistent with Paterson's long history as an immigrant city. Hamilton created in Paterson a business incubator that not only provided entry-level jobs but also gave poor immigrants a genuine opportunity to rise to the top of American society. Virtually all of the 19th century mill owners in Paterson were poor immigrants who started at the bottom and worked their way to the top. In the early 21st century, Paterson's first Latino mayor now welcomes immigrants and low-income families to Paterson's urban mosaic of ethnic neighborhoods and cultures. The City is a living tribute to the ever changing histories of economic progress, labor, and the immigrant American experience.

While some members of the Greater Spruce Street neighborhood's ethnic communities have been in the United States and in Paterson, in particular, for generations, many more are recent immigrants from Puerto Rico, the Dominican Republic, Jamaica, Peru, Albania, Lebanon, Turkey, Pakistan, and Bangladesh, to name a few. In 2000, 45% of neighborhood residents were foreign-born according to the Census, and community leaders suggest that this percentage may be larger as the community hosts many immigrants who remain undocumented. Regardless, the recorded proportion of foreign-born residents in the Greater Spruce Street neighborhood is extremely high, placing the study area well above the national average (11%), the City of Paterson (33%), and even that of other known immigrant cities including Newark (24%), Jersey City (34%), New York City (36%), Los Angeles (41%) and Elizabeth, New Jersey (44%).

As an immigrant neighborhood in an immigrant city, the Greater Spruce Street community at once enjoys unique benefits and faces unique challenges. Community commentary reflects these realities, citing immigration as a source of growth and vitality, entrepreneurship and multiculturalism as well as a cause of fragmentation and service needs particular to the area.

“A new influx of immigrants will push Paterson forward.”

“Paterson needs an Ironbound - a place distinctly ethnic that builds on the local population's cultures and skills.”

“It's more cohesive than people realize, people live in harmony.”
and yet

“People are fragmented in the area.”

“There is a responsibility to citizenship that needs to be cultivated.”

Language illustrates the opportunities and challenges tied to immigration within the Greater Spruce Street neighborhood's global community particularly well. The cultural richness is almost unparalleled – the resident survey reported that within the 312-acre neighborhood, all of the following languages are spoken at home: **English, Spanish, Bengali, Hindi, Polish, Italian, Arabic, Persian, Serbian, and Portuguese.** The 2000 Census confirmed this and provides additional insight, reporting that Spanish was the primary language spoken at home for 62% of households within the study area, while English was the primary language for 24% of households, and Indo-European languages, including Bengali, were the primary languages for 14% of households.⁵ The 2000 Census further determined that 27% of all neighborhood households were “linguistically isolated,”⁶ indicating that indeed, **“there are multiple barriers to getting people to communicate.”**

Despite the fact that members of the Greater Spruce Street community come from all corners of the world – or perhaps because of that very fact – residents report a **“friendliness”**⁷ among neighbors and a sense that because Paterson has always been a diverse place, the ethnic and racial tension in the area is low. Tension and conflict between groups is most prevalent among youth in the schools, according to one interview, but neighbors cited local diversity and multiculturalism as local assets. **“You have to get out there and know your neighbors - the more you give, the more you get back.”**

⁵ According to the 2000 Census statistics for the City of Paterson, Spanish and English tied as the primary household languages spoken at home, with 45% of households speaking Spanish at home and 45% of households speaking English at home.

⁶ The U.S. Census defines a household as linguistically isolated if no member 14 years old and over 1) speaks English, or 2) speaks a non-English language and speaks English “very well.” In 2000, the Citywide rate of linguistic isolation in Paterson was 19%.

⁷ 73% of survey respondents felt that the neighbors in the Greater Spruce Street neighborhood are friendly.

Figure 13. Foreign-Born Population

Source: U.S. Census 2000

Percent of Population Foreign-Born:

PATERSON

33%

GREATER SPRUCE STREET NEIGHBORHOOD

45%



Linguistically Isolated Households:

27%

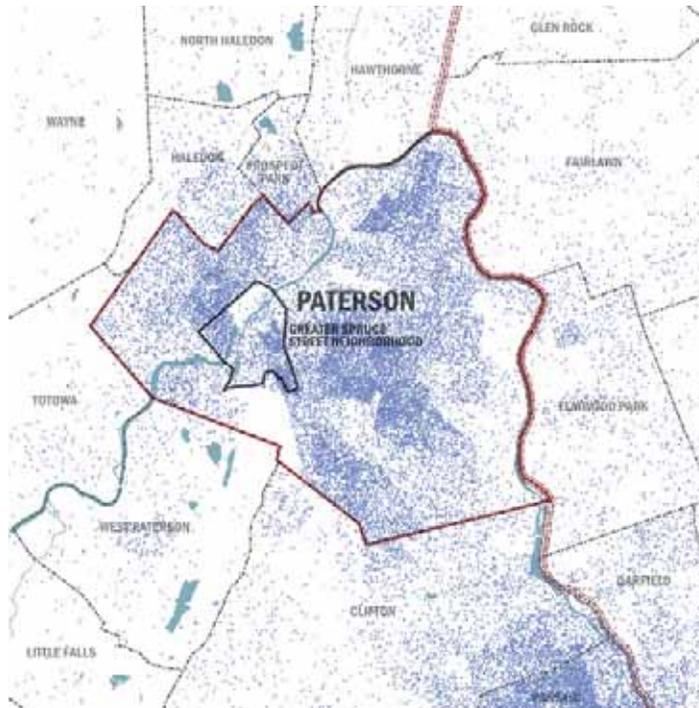


Figure 14. Primary Household Language: Spanish and Indo-European

Source: U.S. Census 2000

Spanish and Indo-European

Source: U.S. Census 2000

Primary Household Language, Spanish:

62%

• One Household



Primary Household Language, Indo-European:

14%

• One Household



Structure sub-divided into rental units.

Homeownership

The diverse and evolving immigrant population of the Greater Spruce Street neighborhood also influences the local homeownership rate, which offers one measure of community stability, property maintenance, and streetscape upkeep. The 2000 Census recorded a homeownership rate of only 18.4% within the study area, far lower than the City of Paterson's rate of 31.5%. The remaining 81.6% of households in the study area reported renting their homes in 2000. The results of the resident satisfaction survey conducted as part of this planning process found that 51% of survey respondents had lived in or near the Greater Spruce Street neighborhood for less than five years.

Such statistics suggest a high level of transience in the community – of people coming and going, and not staying long enough to meet the neighbors or invest the necessary time and effort to make the neighborhood feel like home. In some senses, Paterson is perceived as a stop-over, rather than a destination; although immigrants from a former generation bought and still own property in the area, they have moved on and are now **“renting to different people.”** Local developers explain that though the Greater Spruce Street neighborhood is predominantly a **“rental community with a rental market, there is an influx of immigrants with the desire to buy.”** City representatives and institutional leaders share the desire increase homeownership in the study area and throughout the City, bringing some “balance” and longevity to the community.

Housing Affordability

Housing costs in the Greater Spruce Street area, however, render homeownership cost-prohibitive for many. Despite the area's reputation as an affordable place to live, high rents place a financial burden on many households as well. An accepted rule of thumb suggests that housing costs should not amount to more than 30% of household income, leaving the remaining dollars to meet the costs of other basic needs like food, clothing, and transportation. According to the 2000 Census, renters in the Greater Spruce Street area spend an average of 31.4% of household income on rent, although the statistics range by Census Block Group from 23.3% to 40.7% of household income. Study area homeowners with a mortgage spend an average of 17.2% of household income of housing costs, but the statistics range by Census Block Group from 14.3% to 50.1%.

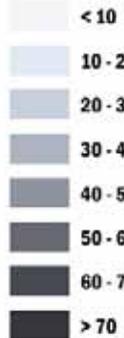
The resident satisfaction survey reports divided opinions about housing affordability within the Greater Spruce Street neighborhood. 41% of respondents indicated that they are able to find affordable housing in the area to meet family needs; 44% indicated that they cannot find suitable affordable housing locally. Focus group participants further explained the affordability issues, noting the high price points for homeownership units, which range from **“\$400,000 to \$500,000 for a two-family home”** and the elevated rents, **“pushed higher by Section 8,”** which force many **“very large, extended families to share small living quarters in order to afford basic necessities.”** Further, many of the rental units are deteriorating which raises concerns about the quality of existing housing stock and its ability to safely serve the needs of local families. Residents, service providers, and community leaders agree that a need exists for more low- and moderate-income housing, and as City Council advocates for more market-rate housing to rebuild the City's tax-base and foster a more mixed-income community, concerns arise about a **“market mismatch – the new market-rate condos aren't selling.”**

With housing foreclosures on the rise in Paterson, affordable housing needs extend beyond housing provision to outreach, education, counseling, and advocacy. For owners, it will be important to **“reach those in danger of foreclosure – pre-foreclosure – where there is still time to get them linked up to loans and assistance.”** For tenants of foreclosed homes, the issue is one of advocacy. **“Often the tenant finds out that the owner has foreclosed too late. There is no law about proper notice from landlords.”**



Figure 15. Homeownership

Source: U.S. Census 2000



Percent Homeownership:

PATERSON
31.5%

GREATER SPRUCE STREET NEIGHBORHOOD
18.4%

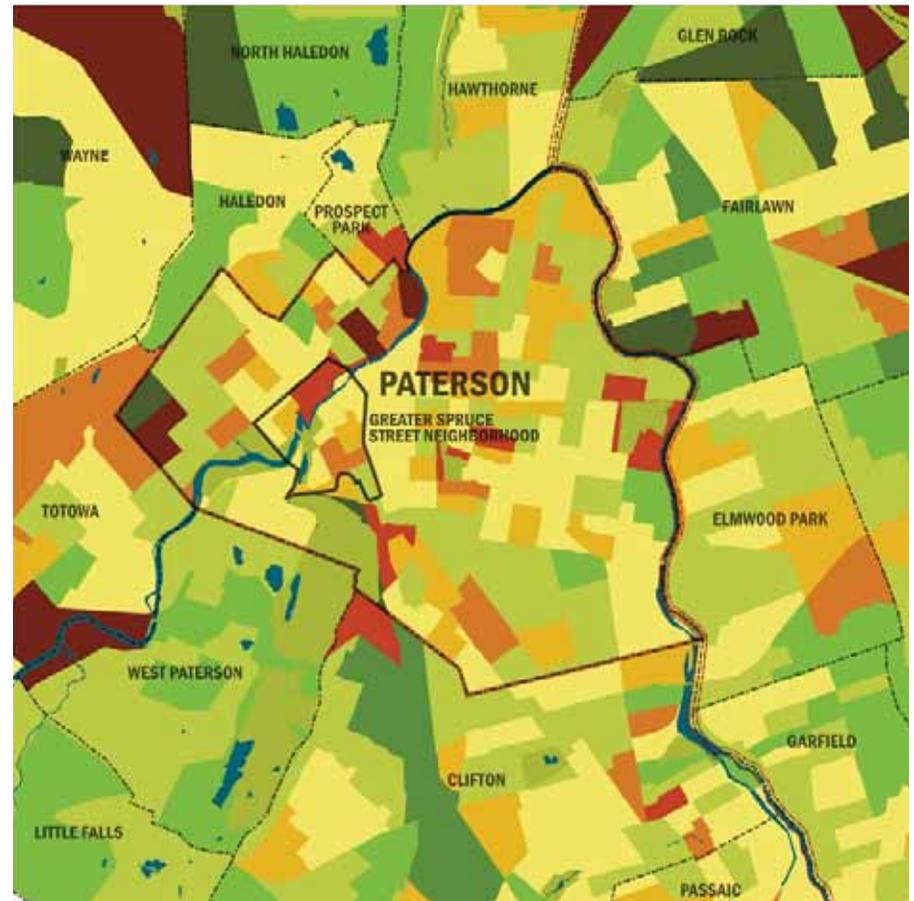
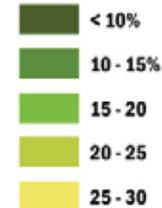


Figure 16. Median Gross Rent as Percent of Household Income

Source: U.S. Census 2000



Average Median Gross Rent as a Percent of Household Income:

PATERSON
29%

GREATER SPRUCE STREET NEIGHBORHOOD
31%



Income and Poverty

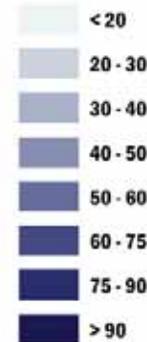
The Greater Spruce Street neighborhood's average median income of \$30,675 in 1999 was lower than the City's average of \$32,778 and much lower than that of Paterson's municipal neighbors. Earning power varied throughout the neighborhood, though, with the median incomes of the study area's Census Block Groups ranging from \$17,727 to \$41,250. Claritas estimates that between 1999 and 2008, the study area's average median household income rose by 12.2% to \$34,400, while Paterson's rose by 8.9% to \$35,700.

Limited earning power within the Greater Spruce Street neighborhood results in concentrated poverty, and in 1999, 27% of study area residents were living in poverty⁸ compared to 22% of residents citywide. 45% of all study area residents living in poverty were kids under 18 years old, which yields an elevated poverty rate (39%) among the children of the Greater Spruce Street neighborhood.



Figure 17. Median Household Income (in thousands of dollars)

Source: U.S. Census 2000



Household Median Income:

PATERSON
\$32,778

GREATER SPRUCE STREET NEIGHBORHOOD
\$30,675

⁸ Poverty is determined by a family's total money income measured against thresholds that vary by family size and composition. The official poverty definition uses money income before taxes and does not include capital gains or non-cash benefits such as public housing, Medicaid, and food stamps. If a family's total income is less than the family's threshold, then the entire family is considered to be in poverty. For example, the monetary value for the poverty threshold for a family of three in the 48 contiguous United States in 2006 was determined as \$17,170 with \$3,380 added for each additional family member. Federal Register, Vol. 71, No. 15, January 24, 2006, pp. 3848-3849.

Educational Attainment

Income and poverty are, of course, directly related to educational attainment and employment. Educational attainment in the Greater Spruce Street neighborhood is low, though the neighborhood's data is likely skewed by the inclusion of the prison population⁹ and influenced by the immigrant population as well. Nonetheless, that 51% of adults 25 years and older living in the study area did not have a high school education in the year 2000 is a daunting statistic given that as the job market becomes increasingly competitive, educational attainment becomes ever more important. Service providers note the need for a night school or evening classes for working adults who wish to continue their education. Such opportunities are important and needed, but so too are youth-oriented initiatives designed to change the current trends and statistics and pave the way for a brighter future for youth living within the study area and throughout the City of Paterson.

The Alliance for Excellent Education reported a drop-out rate of 50% in the Paterson School District during the 2005-2006 school year and a 40% drop-out rate in the 2006-2007 school year.¹⁰ Those working with area teens believe that the drop-out

rate is much higher, perhaps **“close to 90%¹¹.”** Though the data is old by comparison, the Census reported that 28% of teens ages 16 to 19 living within the study area had dropped out of high school in 2000, 16% had graduated, and 56% were still enrolled. **“There is a transience issue with the local schools – students come and go.”**

9 The Census presents educational attainment information within the summary File 3 dataset, which only allows analysis at the Census Block Group level. The prison population cannot be removed from the neighborhood's general population when working with summary File 3 data.

10 <http://www.paterson.k12.nj.us/news/12-18-07.html>

11 Interviews indicated that the District's official drop-out rate does not include those that drop out before senior year in High School or those that legally sign themselves out at age 16.

Youth at Risk

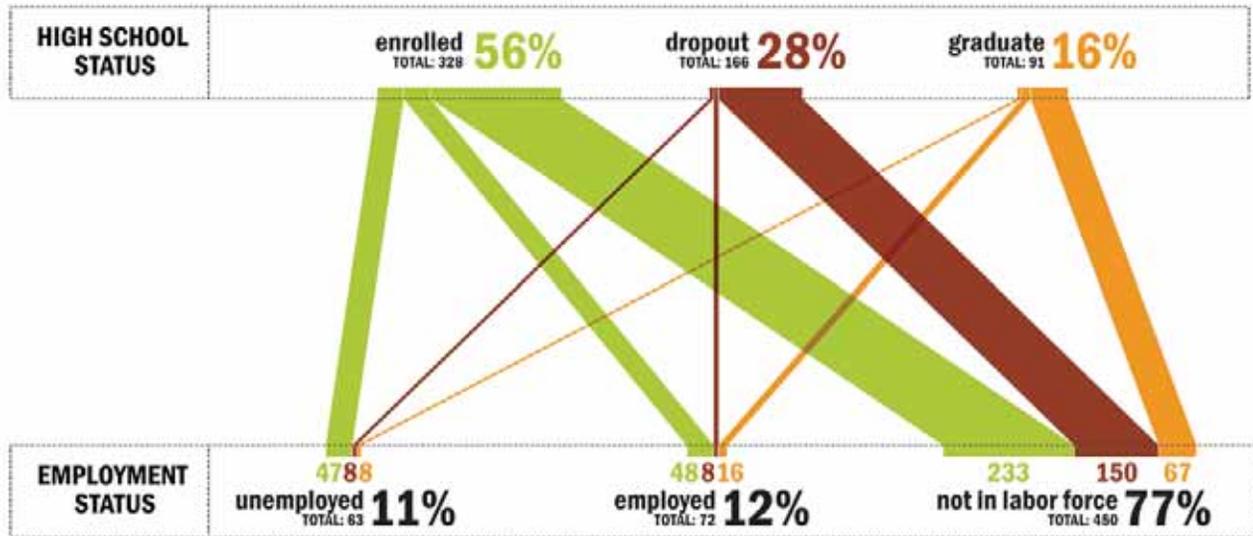
“Every single child in Paterson is at-risk.”

Regardless of the actual high-school drop out figures for the Greater Spruce Street neighborhood, parents, teachers, school administrators, service providers, community activists, and political representatives are concerned about the future of local youth, who comprise 31% of the neighborhood's non-institutionalized population. In addition to educational attainment, community members are concerned about the quality of education offered in the public schools, about job preparedness and job availability, about the lack of recreational activities, about the prevalence of teen pregnancy, the rate of HIV¹², and the presence of gang violence in the neighborhood. And in addition to the harsh realities of a childhood spent in Paterson, is the lack of exposure to the world of opportunities beyond. **“Local kids should be exposed to more than Paterson – too many have never left the City.”**

Furthermore, the 2000 Census reports that more than one in three neighborhood families with children under the age of 18, or 34%, are headed by single parents; 81% of these families are headed by single mothers. In such situations, both the children and the parent face added challenges, responsibilities, and risk.

Figure 18. Activities of Study Area Residents, Age 16-19

Source: U.S. Census 2000



12 10% of the total number of reported HIV/AIDS cases in Paterson by the end of 2007 had been diagnosed in patients under the age of 24 at the time of diagnosis (www.state.nj.us/health/aids/repa/impactcities/documents/paterson.pdf).

Institutional Presence

The Greater Spruce Street neighborhood's demographic profile suggests the need for a comprehensive web of social services to support improved life circumstances for the local population. Indeed, one of the goals of this planning process is to ensure that the investments that accompany the future Great Falls National Park benefit existing local residents through neighborhood revitalization, new jobs, new amenities, and new opportunity. Poised as competent partners in this endeavor is a core group of committed institutions, service providers, and neighborhood-based non-profit organizations who comprise the social and civic backbone of the community.

Greater Spruce Street's institutions are institutions of all scales and stature, but they share a dedication to their individual missions, a commitment to the education, health, shelter, counseling, spiritual fulfillment, nourishment, safety, and improved life circumstances of the people they serve and the community in which they serve. In fact, so adept and comprehensive are the cluster of services and providers within the study area that they serve not only local residents and Patersonians, but people in need who travel from adjacent municipalities and elsewhere in the region.

Schools

“Schools are the nexus of the district.”

A large number of schools populate the Greater Spruce Street neighborhood, helping to define and redefine the area and informing the ebb and flow of people who move through the community on an almost daily basis. The neighborhood hosts three public elementary/middle schools, School #2, which was built in 1900, School #3, also built in 1900, and School #5, built in 1936. The facilities at all three schools are dated and stretched beyond capacity. In 2004, School #3 was slated to be replaced, although as of recently, the Board of Education is reconsidering utilizing funds for this purpose.¹³ Improvements to Schools #2 and #5 will be in the form of modular units, additions, and renovations. The Community Charter School of Paterson, a new charter school developed on Spruce Street by NJCDC, opened in Fall 2008 welcoming students from Kindergarten through Third Grade.

The study area currently hosts several high schools. John F. Kennedy High School, a hulking structure at the edge of the Greater Spruce Street neighborhood, was built in the 1970s. Residents identify JFK as a source of trouble in the area, citing **“out-of-control JFK kids,” “trouble-makers,”** and **“JFK students fighting”** as among the worst qualities of the neighborhood on the resident satisfaction survey. In contrast, the Garrett Morgan Academy of Transportation and Engineering, based in NJCDC's Spruce Street headquarters, and the Mpact Academy on Main Street are high schools with a specific focus and smaller class sizes.

The new International High School is now open at the southern edge of the study area, the result of a \$36 million investment. Although the school is a magnet school that draws students from across the City of Paterson and not just the Greater Spruce Street neighborhood, it was designed to be a “true community school,” with an auditorium and gym that have separate entrances so that the building is accessible to the community after hours. **“It is now UP to the community to take advantage of these facilities and make use of them.”**

The study area also hosts two parochial schools, the Great Commission Christian Academy and the Dawn Treader Christian School as well as numerous preschools. Many other schools for students of all ages, including the Passaic County Community College and Paterson Adult School, operate nearby. While **“proximity to school”** was mentioned by several survey respondents as one of the neighborhood's strongest assets, education remains a huge concern for parents, community leaders, and service providers. **“There are some good teachers, but even those students who excel in the public schools arrive unprepared for college.”**

¹³ Appel, Heather. “Paterson Has New Ideas for School Construction Plans.” *Herald News*. 1 Oct. 2008. (http://www.myheraldnews.com/view.html?type=stories&action=detail&sub_id=45962)



Figure 19. Schools Map

- Public Schools**
 - ① JOHN F KENNEDY HIGH SCHOOL
 - ② ELEMENTARY SCHOOL #2
 - ③ ELEMENTARY SCHOOL #3
 - ④ DALE AVENUE SCHOOL (PRE-K - 1st)
 - ⑤ ELEMENTARY SCHOOL #5
 - ⑥ INTERNATIONAL HIGH SCHOOL
 - ⑦ ELEMENTARY SCHOOL #7
 - ⑧ NORMAN WEIR (1-8)
- High School Academies**
 - ① PATERSON ACADEMY HIGH SCHOOL
 - ② IMPACT ACADEMY
 - ③ ACADEMY of EARTH and SPACE SCIENCE
 - ④ GARRETT MORGAN ACADEMY
 - ⑤ ACADEMY of EDUCATION and TRAINING
- Elementary School Academies**
 - ① ACADEMY of PERFORMING ARTS
- Charter Schools**
 - ① COMMUNITY CHARTER SCHOOL of PATERSON (K-3)
- Parochial Schools**
 - ① GREAT COMMISSION CHRISTIAN ACADEMY (K-8)
 - ② DAWN TREADER CHRISTIAN SCHOOL (K-8)
 - ③ HARVEST CHRISTIAN ACADEMY (K-8)
 - ④ AL-HUDA SCHOOL (PRE-K-12)
- Higher Education**
 - ① PASSAIC COUNTY COMMUNITY COLLEGE
- Adult and Continuing Education**
 - ① PATERSON ADULT SCHOOL
- Preschool**
 - ① FUTURE SCHOLAR LEARNING CENTER
 - ② LOVING CARE EARLY LEARNING CENTER
 - ③ CONCERNED PARENTS FOR HEAD START
 - ④ MICHAEL'S ENERGY FACTORY
 - ⑤ BARNEY'S EDUCATION CENTER
 - ⑥ CASA - FAMILY RESOURCES & CHILDCARE
 - ⑦ EL MUNDO DE COLORES
 - ⑧ EL MUNDO DEL NIÑO
 - ⑨ LA VIDA TOO
 - ⑩ LITTLE ONES' SCHOOL HOUSE
 - ⑪ MEMORIAL DAY NURSERY
 - ⑫ PATERSON ECUMENICAL
 - ⑬ PATERSON FAMILY CARE
 - ⑭ PCCC CHILD DEVELOPMENT CENTER
 - ⑮ YMCA



The enrollment for School #2, School #3, School #5, the Community Charter School of Paterson, John F. Kennedy High School, the International High School, Garrett Morgan and Mpart Academies, the Great Commission Christian Academy, and the Dawn Treader Christian School draw an estimated¹⁴ 5,460 students to the Greater Spruce Street neighborhood each day. Though only an estimate, this hefty number does not include those children who attend day care or pre-school programs within the neighborhood.



Community Charter School of Paterson students.

Youth Build and NJCDC Teen Center youth at focus group.

¹⁴ This estimate is based upon enrollment numbers published by the Paterson School District for Schools #2 (601), #3 (431), #5 (1,021), JFK High School (1,914), Garrett Morgan Academy (86), and the International High School (500). These enrollment numbers may not, in fact, represent reality, as schools publish their enrollment numbers at the start of the academic year, prior to any moving around, shifting, or dropping out of students that may occur within the first few weeks of the school year. Because school funding is tied to enrollment projections, schools aim high with their estimates, so some of the numbers may be inflated. However, each year, a number of student relocate within the School District, and the actual enrollment numbers of large schools or those that typically handle “problem students” often swell well above the estimated enrollments. JFK High School’s estimate likely under-reports the current number of students.

The enrollment numbers for the Community Charter School of Paterson (400), Mpart Academy (281), Great Commission (69), and Dawn Treader (70) were collected from online sources, and may not be precise.



St. John the Baptist Cathedral spire.

Religious Institutions

The churches and mosques within the Greater Spruce Street neighborhood are invaluable resources for the community. In addition to the spiritual development fostered within local religious communities, these institutions provide a forum for social networking and outreach, particularly among ethnic and immigrant groups. Many of the local churches are well integrated in the local social service continuum, equal parts worship, education, and service provision. In their stewardship of some of Paterson’s most historic and grand structures, these religious institutions maintain a link to the past, while their evolving missions address the needs of today’s population.



Figure 20. Institutions Map

-  Health/Medical Services
-  Adult Services
-  Community-Based
-  Cultural/Historical
-  Schools
-  Religious
-  Child Care/Youth Services
-  City Services





Service Providers and Programs

There are many valuable services in the Greater Spruce Street neighborhood and throughout the City of Paterson that address a wide range of community issues as well as issues that extend beyond the boundaries of the study area for this plan. Representatives from Eva's Village, Father English Multi-Purpose Center, Oasis – A Haven for Women and Children, Paterson Habitat for Humanity, Paterson Healthy Mothers Healthy Babies Coalition, the Henry and Marilyn Taub Foundation, the Paterson Education Fund, Loving Care Early Learning Center, and NJCDC all convened in the context of this planning process for a discussion about the local social service network and gaps therein. The following themes emerged from the discussion:

- Youth programming is still very much in need. Parks are unsafe and there is no outdoor recreation space for kids. There are no real recreation centers, and the Y requires a fee. In the summer, the City runs a recreation program, but many people do not know about it. **“Besides that, there’s not much, so for some kids, it’s the event of the day when they go with Mom to the soup kitchen.”**
- With the large number of families headed by single mothers with children, quality services from after school programs, day care, and job training and placement are needed in the community, as are evening ESL, GED, and computer classes for adults. However, fears about crime and public safety may thwart the success of evening programs. Onsite childcare should be provided for these programs to be successful.
- There is a concentration of homeless services (meals, shelter, free medical clinic, food and clothing pantry, etc.) attracting a very impoverished and transient population. While these programs provide a necessary service in the community, City, and region, their concentration in the community, at times, negatively impacts the surrounding residential and commercial fabric as well as the perception and experience of neighborhood parks.
- Affordable transportation and transportation to employment centers is a challenge for many. For the unemployed, coming up with the bus fare for a job interview and covering transportation costs until the first pay check is received can result in prolonged unemployment. Low-skilled local jobs are few.
- Improved healthcare education is needed. Many residents visit the emergency room for visits that could be better handled by a primary care physician and then incur enormous costs. There is adequate local access to doctors but little knowledge of these free or affordable clinics and limited funds for prescriptions.
- Improved sexual education and access to comprehensive female reproductive health services are needed as well. Paterson has among the highest rates of HIV¹⁵ and teen pregnancy in the State of New Jersey, and the long tenure of the religious community in Paterson has rendered **“Planned Parenthood invisible and schools resistant to clinics.”**
- Given the existing network of services, there is room for improved case coordination and inter-agency communication to prevent duplicative initiatives and ensure that a full range of needs are being met.

¹⁵ According to the New Jersey Department of Health and Senior service, Paterson is the third largest city in New Jersey and has the third highest number of HIV/AIDS cases (www.state.nj.us/health), more than one-third of which are attributed to injection drug use. Of the total number of reported HIV/AIDS cases in Paterson at the close of 2007, 2% of cases had been diagnosed before the patient was 13 years old; 8% had been diagnosed when the patient was between 13 and 24 years old (www.state.nj.us/health/aids/rep/impactcities/documents/paterson.pdf).

Built Form

The physical form of the Greater Spruce Street area is amazingly rich in diversity, scale, and texture. Taking shape around the Great Falls, the area developed over time and with a mix of building types embedded within its dynamic landscape. The figure-ground map, which shows only the area's buildings, illustrates this mixed texture clearly. The "horseshoe" of Hinchliffe is readily visible as is the tight network of nearby residential streets in Totowa. The white space in the center represents the Passaic River and Great Falls, which strongly divide Totowa from the historic downtown and Spruce Street. The east side of the River is an intense mixture of large industrial and mill buildings, commercial and mixed-use buildings, and smaller but densely packed residential buildings. The primary gaps in the fabric of this area are due to parking lots or major roadways such as I-80's on- and off-ramps.



Figure 21. Figure Ground Map

The varied scale of the buildings is only part of the story, however. The architecture is a living laboratory distinct from other cities. The mill buildings are a vivid reminder of the City's past and inform a unique character for the area and City as a whole. Nearby, Paterson's downtown consists of a collection of primarily Beaux Arts-style structures built after the Great Fire of 1902. Although the façades of many of these buildings have been partially covered due to what could be called unsympathetic renovations, the City has layers of history and design waiting to be re-discovered and appreciated by local residents.

For these reasons, the Greater Spruce Street neighborhood serves as the center of historic preservation efforts in the City. But the desire to restore and creatively reuse the historic structures must also account for and recognize the value of the dynamic cultural landscape imprinted on the community by the shifting immigrant populations of yesterday and today. Some have referred to portions of the Greater Spruce Street neighborhood as "Little Lima" or "Little Italy," but these labels are also too generalized. With 45% of the community foreign-born and often living under the poverty level, a central challenge is to find ways to relate the importance of the City's history to residents and their future.



Mill building on Spruce Street.



Eclectic Main Street streetscape.

Land Use

The Greater Spruce Street neighborhood is home to a wide range of land uses. Active industries, housing, a number of large institutions including 18 schools and the County Prison, open space, and commercial uses occupy the area's 312 acres.¹⁶ The community's retail is concentrated along Totowa Avenue in Totowa and along Market and Main Streets in downtown. Most stores occupy mixed-use buildings where store owners once lived above their stores. Today, the use of many of these upper floors is a mystery, although the appearance of the facades indicates that many are vacant or used for storage. There are vestiges of active industry located along Totowa Avenue north of Redwood Street and along Spruce Street near the Stanley M. Levine Reservoir. Parking lots including private, public, and permit-only occupy 93 acres of the study area. Only 74 acres of the area are currently occupied by housing, over 90% of which is multi-family.

Figure 22. Active Land Use

Source: Field Survey, June 2008



¹⁶ While the total neighborhood area amounts to 312 acres, the total parcel area amounts to only 270 acres.





Figure 23. Historic Land Use

Source: Sanborn Map, 1931



This mix of uses is distinctly different from those present in the neighborhood in 1931. According to Sanborn Maps, in 1931, a solid concentration of industrial uses located along Spruce, Market, Mill, Van Houten, Ryle and adjacent to the River served as the center for local jobs in the area. The commercial retail uses were heavily focused on Totowa Avenue and throughout downtown including along Main, Market, Cianci, and Prospect Streets, but there were also a large number of scattered commercial uses



Figure 24. Current Land Use

Source: Field Survey, June 2008



throughout the community. There were limited institutional uses, and what is today classified as open space was then largely undeveloped and unimproved land near the Passaic River and the Stanley M. Levine Reservoir. What were previously clearly identifiable districts – mills and industry, downtown, residential neighborhoods – are now blurred together, and the range of land uses have expanded to include new schools, social service agencies, new parks, and parking lots.

Zoning

Paterson's zoning code was updated in 2006 with an emphasis on more form-based controls including residential and non-residential design standards and streetscape design guidelines. Much of the study area falls within the Great Falls Historic District (GFHD) overlay zone which allows for a wide range of uses intended to "highlight the natural resource of the Great Falls." The GFHD also includes provisions to protect the mill buildings and other architectural elements in the area. Zoning outside of the GFHD is predominantly for residential development. Totowa is zoned R3 which allows for medium density development, and the area stretching from I-80 to Oliver Street is zoned R4, which allows high density residential development. Totowa Avenue is zoned B1, for a neighborhood business district, and Grand Street is zoned B2, which allows for a wider range of stores including automobile-oriented uses. Only one area, centered around Grand and Spruce Streets, is currently zoned for light industry.



Vacancy

On the whole, the Greater Spruce Street neighborhood does not suffer from the highly visible and concentrated patterns of vacancy experienced in other areas in Paterson. The most prominent and noticeable vacant structure is Hinchliffe Stadium, which has been vacant since 1997. The Stadium is not secured properly, causing its condition to worsen and creating a situation of **"demolition by neglect."** Besides Hinchliffe Stadium, the only major areas of vacant land and / or buildings are located along Ryle and Van Houten Streets. There is, however, an underlying and often unseen vacancy that is quietly impacting the fabric of the community. A large number of underutilized buildings are scattered across the community primarily in the form of partially vacant industrial buildings, vacant storefronts, and vacant or partially vacant upper floors. The original stacked or vertical design of the structures, building code requirements, and modern-day expectations with regards to housing and commercial space make the reuse of many of these partially vacant spaces a challenge.

In addition to the partially vacant structures, there is also a scattered pattern of smaller vacant lots, some of which are highly visible to thru-traffic along Grand, Oliver, and McBride Streets. The lots are uncared for, magnets for illegal dumping, and negatively impact the look and feel of the community. Some of the larger lots that were formerly vacant are now experiencing reinvestment, including the construction of the new International High School site and the new housing site on a large parcel just north of Hinchliffe.

Figure 25. Zoning

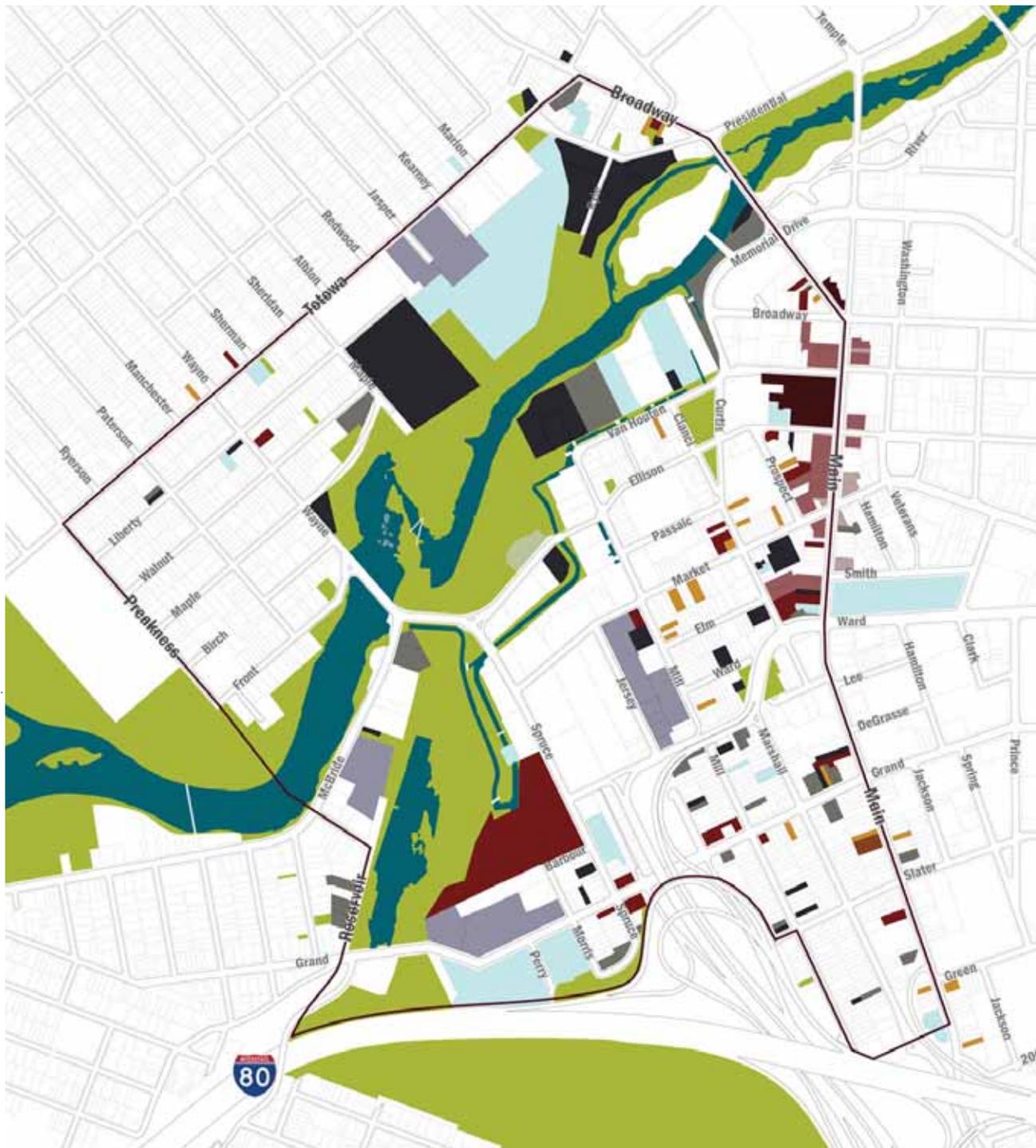
Source: City of Paterson Zoning Ordinance



Figure 26. Vacant/Non-Active Space

Source: Field Survey, June 2008





Hincliffe Stadium.



Vacant industrial space.



Vacant upper floors on Main Street.



Vacant land and commercial space.

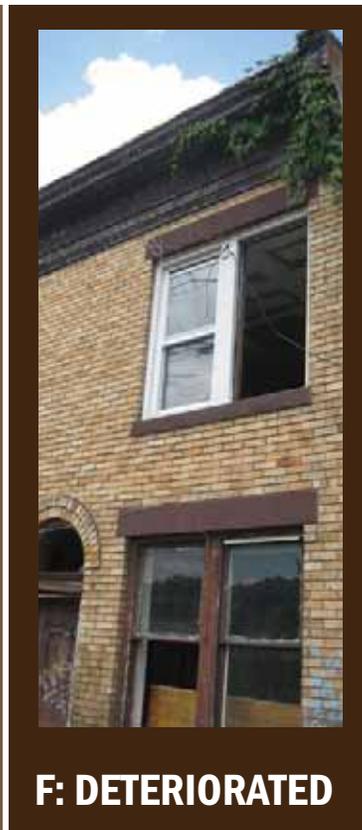
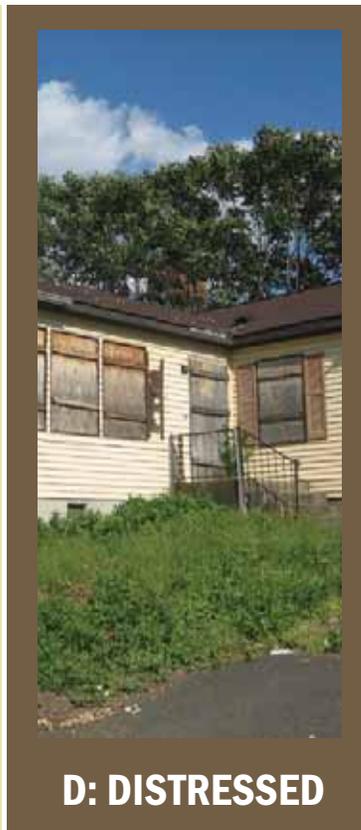
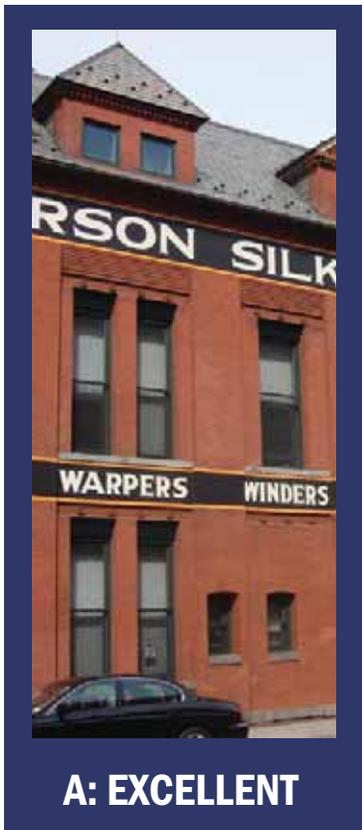


Building Condition

A rating system was used to determine general building condition by evaluating the front façade of each structure. The rating system grades on a scale of A to F (just like school). Buildings in excellent or “A” condition are those that require no improvements and are visually attractive. Good or “B” buildings may require some improvement, but these improvements could be done over a weekend or two by the building’s owner. “C” buildings are in fair condition indicating that improvements are warranted and may require the services of a contractor. Distressed or “D” structures are visibly in poor condition and require attention to ensure that they do not become safety hazards. Deteriorated buildings (F) are unsafe and the most likely candidates for demolition, as they appear to be structurally unsound.

Building conditions vary significantly throughout the community. Much of the Greater Spruce Street neighborhood’s building stock is in fair condition; however, we suspect that many of these buildings are in worse condition inside than out. Many stakeholders have raised the issue of building condition particularly as it relates to conflicts between tenants and absentee landlords. These issues are even more pronounced with the large number distressed and deteriorated properties. Almost every block in the community has at least one building that is distressed or deteriorated. **“The look of the place is a barrier to change.”** It only takes one neglected property to create a nuisance for neighbors and pull down property values for homeowners.

There are also properties in good and excellent condition equally scattered across the Greater Spruce Street neighborhood. Those structures in excellent condition are predominantly new construction or due to the reuse of former mills for housing, offices, and other uses.



Building condition survey scale.



Figure 27. Building Condition

Source: Field Survey, June 2008

- Excellent
- Good
- Fair
- Distressed
- Deteriorated



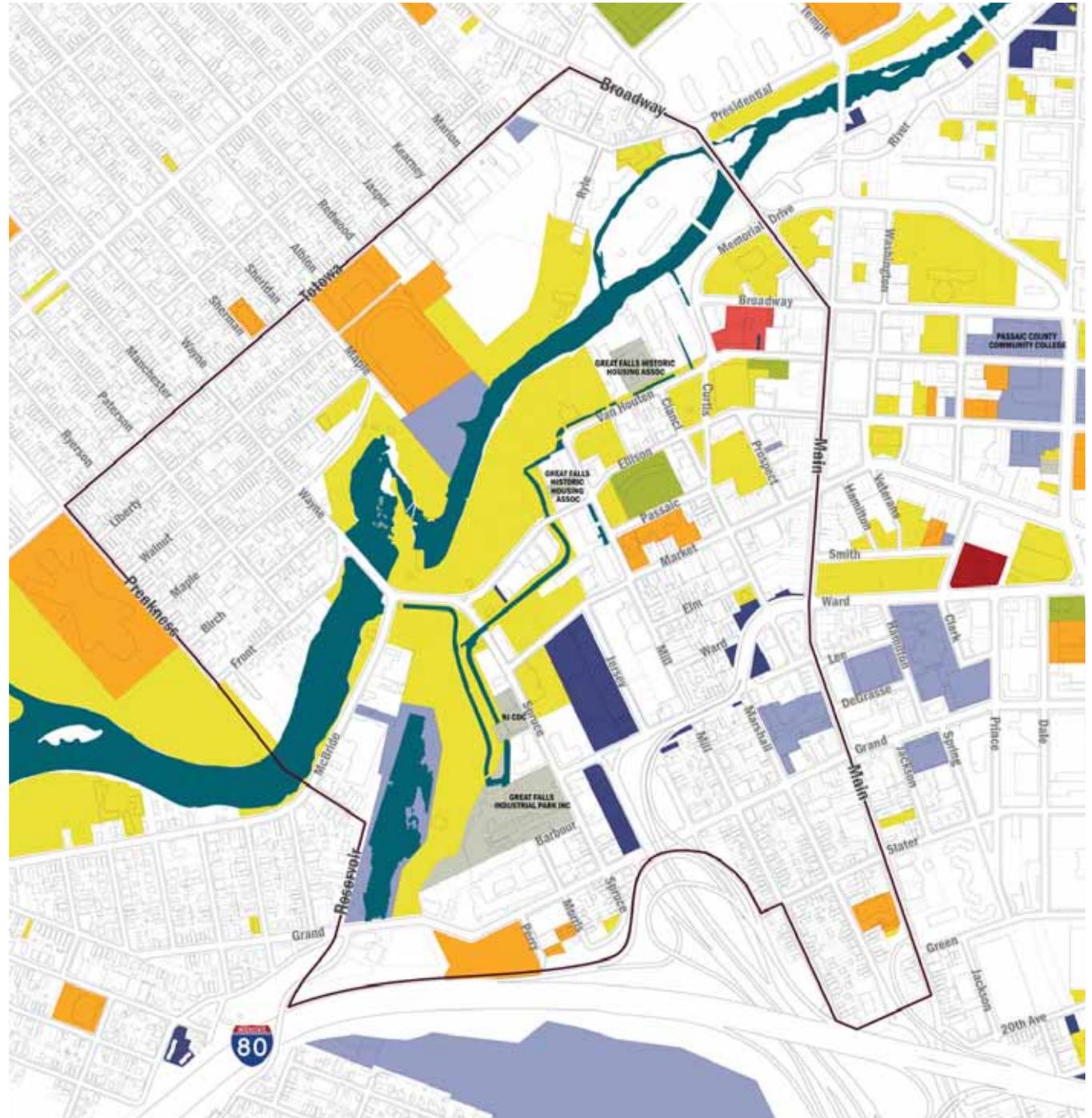
Public Ownership

Much of the property in the Greater Spruce Street neighborhood is privately owned. However, there is also a significant amount of land in public ownership including a number of large, highly visible properties. The New Jersey Transit “bus barn” on Market Street owned by New Jersey Transit (NJT) and Hinchliffe Stadium owned by the Board of Education represent two large, underutilized sites that could be reused to better serve the community and the coming National Park. The City of Paterson owns a significant amount of land stretching from the Stanley M. Reservoir, along the Passaic River including the ATP site. Passaic County owns the land around the Reservoir, the land between Hinchliffe and the Passaic, as well as the County Prison facility between Main and Marshall Streets. The New Jersey Department of Transportation owns a number of small properties along I-80 and Oliver Street. Finally, there are a few properties owned by CDCs including the Great Falls Historic Housing Corporation, and two parcels owned by the NJCDC including their offices and the new Community Charter School of Paterson.

Figure 28. Ownership

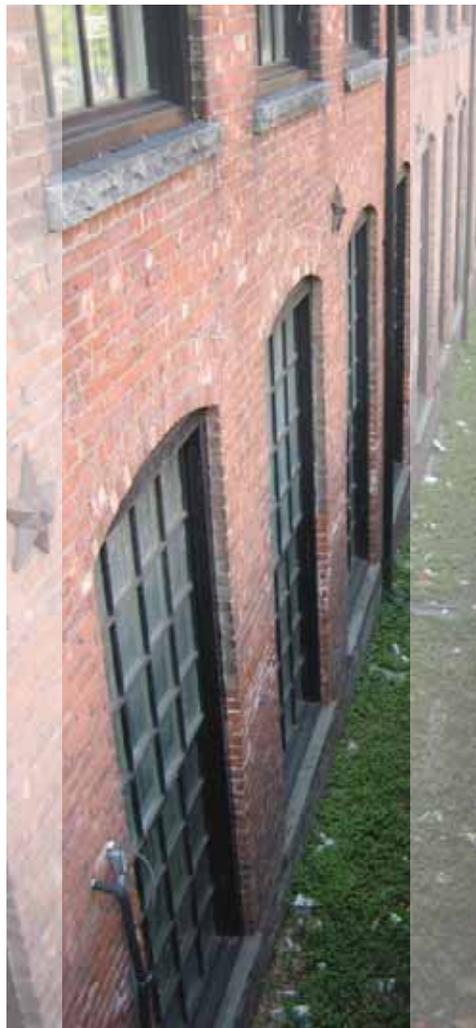
Source: City Tax Records

- City of Paterson
- City of Paterson Housing Authority
- Board of Education
- Passaic County
- NJ Transit/ DOT
- State of New Jersey
- Federal
- Other



“The Next Hoboken”

Paterson largely missed the boom years of the 1980s when many other cities expanded their housing stock with market-rate housing and commercial development. The Greater Spruce Street neighborhood was no exception. But since that time an increasing number of new projects have been proposed or completed, and the pace has picked up as the Great Falls moved closer to National Park designation. The transformation of the Greater Spruce Street neighborhood has occurred in primarily three waves of construction.



Franklin Mill.

The first occurred in the 1980s with the first evidence that the mill buildings offered viable space for new housing, retail, and offices. This development occurred on the heels of the dedication of Upper Raceway Park and the anticipated creation of a National Park around the Great Falls, now coming to fruition. The former Essex Mill was reused for artist housing in 1983, the Phoenix Mill for housing in 1984, and the Franklin Mill for offices also in 1984.

In the late 1990s, development in the Greater Spruce Street neighborhood was once again jumpstarted, this time, in part, by the Longstreet Development Corporation. Longstreet's project, Hamilton Square, occupies a prominent location at Market and Mill Streets and included 68 units of affordable housing as well as 14,000 square feet of ground floor retail – the first new retail space built in the area in some time. In 2001, NJCDC dedicated its new headquarters within the Paterson Silk Machinery Exchange and utilized the first floor for Garrett Morgan Academy.



Hamilton Square.

Since then, the Greater Spruce Street neighborhood has experienced a noticeable increase in completed and proposed investment for a wide range of uses. The national housing boom found its way to Paterson and encouraged more developers to enter the market. Hundreds of new homes and two-family homes have been built in the City, some of which can be found in the study area's Totowa section. Initially selling for above \$300,000, many of the buyers are local Patersonians ready to move into a larger home or immigrants from other cities like New York City who are looking for housing they can afford in areas that already have a concentration of families from the same country. Unfortunately, Paterson is now experiencing major issues with home foreclosures. Two-thirds of all foreclosures within Passaic, Wayne, Morris and Sussex Counties are in Paterson; Paterson currently has the second highest foreclosure rate in the State of New Jersey.

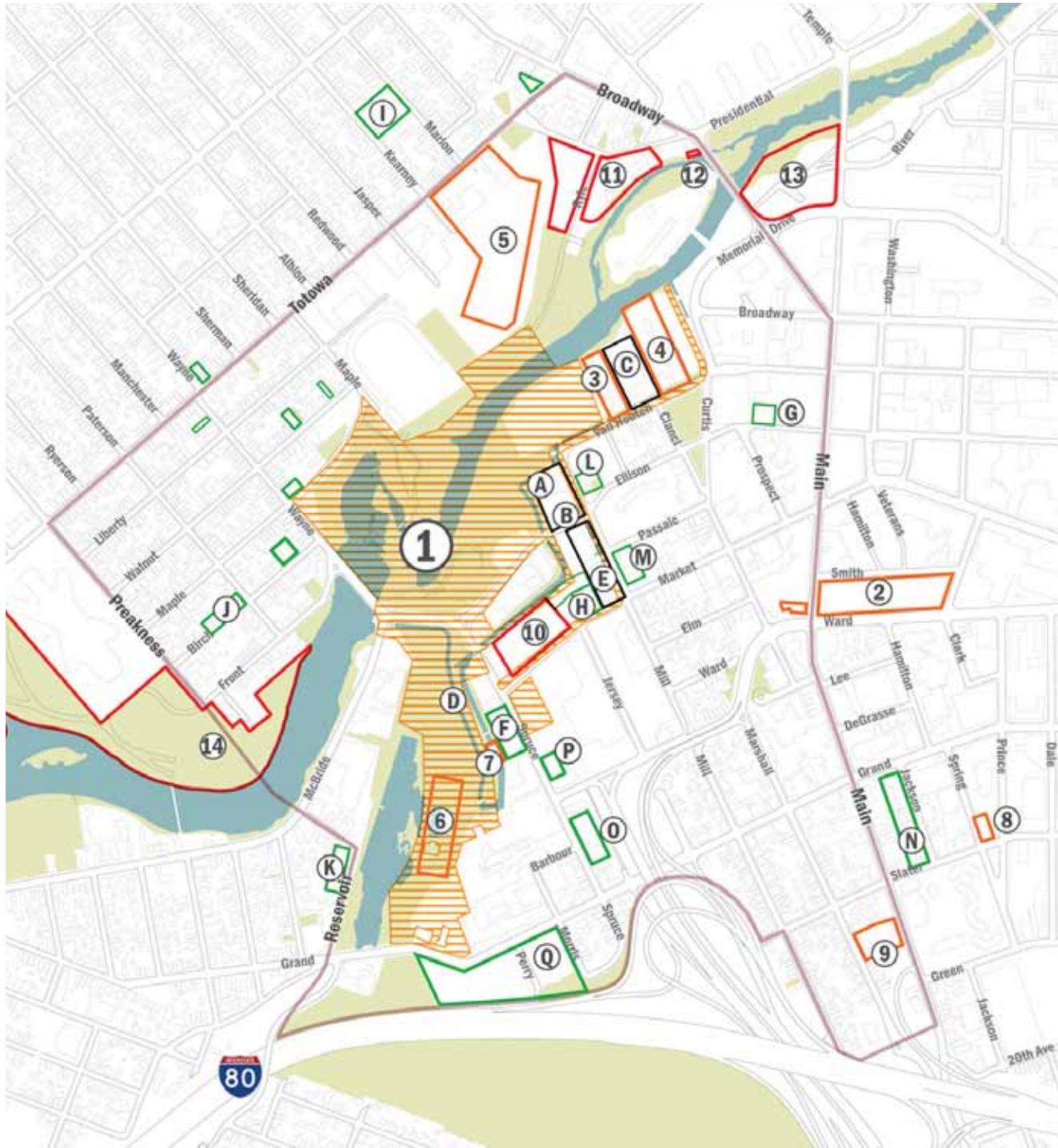


Figure 29. Recent and Proposed Development

- COMPLETED BEFORE 2000**
 - (A) ESSEX MILL ARTIST HOUSING, 1983
 - (B) FRANKLIN MILL, OFFICES, 1984
 - (C) PHOENIX MILL ARTIST HOUSING, 1984
 - (D) UPPER RACEWAY PARK, 1984
 - (E) HAMILTON SQUARE, MIXED-USE, 1997
 - COMPLETED SINCE 2000**
 - (F) NJCDC / GARRETT MORGAN ACADEMY, 2001
 - (G) DORNOCH ELLISON, MIXED USE
 - (H) COOKE CONDOMINIUMS
 - (I) HAMILTON HEIGHTS, HOUSING
 - (J) BIRCH STREET APARTMENTS
 - (K) RESERVOIR AVE TOWNHOUSES
 - (L) PATERSON RENAISSANCE ORGANIZATION, OFFICE
 - (M) NEW MIXED USE
 - (N) EVA'S VILLAGE, HOUSING (ALSO PREVIOUS TO 2000)
 - (O) NJCDC COMMUNITY CHARTER SCHOOL OF PATERSON
 - (P) PRESCHOOL
 - (Q) INTERNATIONAL HIGH SCHOOL
 - PLANNED / UNDERWAY**
 - (1) GREAT FALLS STATE PARK
 - (2) CENTER CITY, RETAIL
 - (3) CONGDON MILL, HOUSING
 - (4) HARMONY MILL, HOUSING
 - (5) VISTAS AT THE GREAT FALLS, HOUSING
 - (6) COSTELLO POOL RENOVATION
 - (7) NJCDC CONFERENCE CENTER
 - (8) EVA'S VILLAGE APARTMENTS
 - (9) ELEMENTARY SCHOOL #3
 - PROPOSED ONLY**
 - (10) MIXED-USE PARKING GARAGE
 - (11) COLUMBIA / ADDY MILL REUSE, MIXED USE
 - (12) HOTEL RENOVATION
 - (13) RIVER CORRIDOR, RETAIL
 - (14) WESTSIDE PARK IMPROVEMENTS
- Approximate Proposed National Historic Park Boundary

Despite the downturn in the housing market, a number of other housing developments are underway or proposed including:

- The redevelopment of the historic Congdon Mill and Harmony Mill on Van Houten Street;
- Planned reuse of the Addy Mill on Ryle Street for a mix of uses and discussion of reusing the now vacant Columbia Textile Mill site next door;
- The recently completed Cooke Condominiums on Market Street;
- NJCDC's Birch Street Apartments on Birch Street in Totowa;
- Eva's Village – 50 low-income units – on Spring Street just east of the study area; and
- The proposed new development of the Vistas at Great Falls (formerly Palisade Condominiums) on land east of Hinchliffe Stadium.

This increase in housing investment has coincided with a number of economic development initiatives targeted toward improving downtown Paterson. The Paterson Restoration Committee, Downtown Special Improvement District, and Urban Enterprise Zone have helped to fund recently completed streetscape enhancements including historic pedestrian lighting, crosswalks, curbs, and street furniture as well as the development of "Center City" – the new downtown retail mall under construction along Main Street between Ward and Smith Streets. Center City was conceived to encourage more residents to shop locally by offering more retail choices but also to strengthen downtown as a stronger location for businesses and offices. Building on the Great Falls, 16,000 square feet of office space was built along Mill Street, and the City is proposing a mixed-use parking garage on Market Street just east of Spruce Street to serve visitors and businesses.

But one of the most distinctive characteristics of the recent investment in the Greater Spruce Street neighborhood is the additional focus on education, services, and amenities. In addition to Garrett Morgan Academy, the NJCDC has recently completed the Community Charter School of Paterson on Spruce Street adjacent to a new preschool. Abbott funds were successfully obtained to create the International High School on Grand Street, and Public School #3 may be reconstructed in the near future. A computer access center and public broadcasting studio is now under construction on Ellison Street, and restorations to the Lou Costello Pool are ongoing. Finally, the State Park Master Plan provides designs for an extensive amount of investment to capitalize on the Great Falls as a cultural and natural amenity.

With every step that the State Park plan makes toward implementation coupled with the formal designation of the area as a National Park, the Greater Spruce Street community becomes more of a magnet for potential investment. Combined with the presence of strong community organizations like the NJCDC and a renewed focus on downtown, the Greater Spruce Street neighborhood is poised to experience a significant renaissance guided by a thoughtful and inclusive plan.



City Center

Economic Development

Local/Global Flavor

“This is a walking neighborhood, but there are no decent restaurants and few jobs.”

The local business mix encompasses a large array of shopping with a distinctly global flavor. Given that the Greater Spruce Street neighborhood encompasses part of downtown, there is an extensive amount of shopping available. There are over 325 active stores in the study area. Although there are 30 auto-related commercial parcels including gas stations, auto body shops, and car washes, there are also over 20 that host clothing stores, over 20 that host restaurants, 17 parcels with bakeries and delis, 15 with convenience stores, 13 with bars, 11 with shoe stores, 11 with salons, 7 with electronic stores, and 9 with grocers that offer fresh fruit and vegetables. There are also a number of businesses for money wire transfers and check cashing which appear to serve the large immigrant population. Many of the existing businesses are locally owned, but many others are owned by people from elsewhere in North Jersey who have decided to open branches in the City.

Despite the range of retail options available, many residents indicated that there is limited shopping in the area. Part of the concern about local retail and shopping stems from the quality of local stores. While local grocers offer fruits and vegetables, many participants in this study indicated the desire for a regular grocery where families can buy quality food that is fresh, inexpensive, and includes expiration dates.

But other concerns stem from cultural and language barriers. A first generation family from a foreign country will take comfort in the stores and restaurants that cater to their culture and language. This same family may also be hesitant to regularly shop at a store that caters to a different ethnicity. The same is true for people that work downtown who may view many of the retail options as unattractive because they are so different from their normal shopping experience.

The community survey reflects this dynamic. Residents were asked what they shop for locally and what they would like to see more of in the neighborhood. Except for banking and pharmacies which are in short supply locally, respondents indicated that they can find what they are looking for in the community approximately a third to a half of the time. Otherwise, residents shop outside of Paterson primarily at the Willowbrook Mall in Wayne, in New York City, in nearby Clifton, at the Garden State Plaza in Elizabeth, and in West Paterson. But when asked what they would like to see more of, the responses indicated a desire for standard shopping options including a supermarket (the most frequent response), K-Mart, Walmart, Home Depot, chain stores, and department stores.

The City has recognized the desire to have more shopping options in downtown and is moving forward with Center City, a 320,000 square foot retail development, on Main Street. The development will also provide a much-needed entertainment venue in the form of a movie theater – widely cited as a missing amenity in the Greater Spruce Street community.

Commercial Vacancy

As noted in the discussion on vacancy, there is a large number of partially vacant structures scattered across the study area. A survey of local ground floor retail space found that there are over 50 parcels with vacant retail spaces. These gaps in the streetwall negatively impact adjacent stores and the overall character of the district as a shopping destination. Coupled with the vacant storefronts are often vacant upper floors which used to provide housing for store owners or additional jobs in offices and industrial spaces. With vacancies above, local stores rely on foot traffic and outside visitors to purchase goods and services. From this standpoint, a combination of new housing and an increase in activity related to the Great Falls National Park will help reinforce and strengthen the local market for commercial and retail space.

Jobs and Employment

Paterson has a civilian labor force of 60,079 individuals, the largest in Passaic County. 14.5% of this labor force, or 8,674, is accounted for in Census Tracts within the Greater Spruce Street study area, and 86.4% of the Greater Spruce Street labor force is employed.

The unemployment rate in Paterson is subject to the cyclical nature of the national economy and has risen and fallen accordingly. Unemployment data from recent history shows that Paterson has had a significantly higher unemployment rate than Passaic County as a whole, with a high of 12.9% in 2003.

A significant portion of the residents of the study area are employed in occupations requiring low- and mid-skill levels. Sales and office occupations account for 27.8% in the study area, while 25.9% are employed in production, transportation, and material moving jobs. These numbers share a very similar distribution to those of Paterson as a whole, and they also match the educational attainment of residents in the study area. Many of these occupations are part of the manufacturing, education, health, social services, and retail trade industries, which constitute 51.2% of all industries in which Greater Spruce Street residents are employed.

Projected Trends in Employment, 2004-2014

New Jersey

At the state level, New Jersey employment is expected to grow at an annual rate of 1.0% between 2004 and 2014. This projected growth rate is slower than the previous ten-year period and lags behind the national growth projection. Of the growth that is projected to occur, there are three industry sectors that will account for 68.3% of growth, which are health and social assistance (28.2%), professional and business services (26.7%), and leisure and hospitality (13.4%).

Nearly 35% of the growth in the professional and business services sector is expected to originate in professional, scientific, and technical services industries. Within the technical service sector, growth will be led by computer systems design and related services and management as well as scientific services. In the leisure and hospitality industry, most of the growth is expected to be in restaurants and food service establishments and will grow at an annual rate of 1.6%.

The manufacturing sector is projected to lose 59,900 jobs by 2014, and five industries will account for 48% of the projected losses: computer and electronic products, chemicals, manufacturing machinery and equipment, fabricated metal manufacturing, and paper manufacturing. Production occupations is the only group which is projected to lose jobs because of this decline in manufacturing, and goods-producing industries are expected to decline in relative importance.



Industrial remnants.



Passaic County

The labor force in Passaic County is expected to continue to grow from its current level through 2014 and beyond. By 2025, the projected size of the labor force is 259,300, an increase of 17,700 from its June 2008 level, or approximately 1,041 jobs per year.

As of 2004, the five occupations with the largest employment included retail salespersons, general office clerks, cashiers, secretaries (excluding legal, medical, and executive), and freight, stock, and material movers and laborers. Between 2004 and 2014, retail sales persons, registered nurses, preschool teachers, waiters and waitresses, and general office clerks are the top five occupations that are expected to experience the greatest employment growth. Employment in the healthcare practitioners and technical occupations group will rise by 1,800 and, on average, there will be 340 annual job openings.

In keeping with projected state trends, Passaic County is projected to lose 2,250 jobs from its production occupations. The majority of the decline in the production base will come from assemblers and fabricators, metal workers and plastic workers, and textile, apparel, and furnishings workers. The specific occupations within these groups that will have the highest losses are likely being lost because the required tasks can be automated in fields such as electronics assembly, sewing machine operators, and material cutting.



Recent commercial development.

Economic Potential for Paterson and the Greater Spruce Street Neighborhood

Paterson comprises 24.8% of the Passaic County labor force, and Greater Spruce Street residents make up 14.5% of the Paterson Labor Force. Unemployment trends in Paterson mirror those of Passaic County. Paterson is subject to cycles of the economy, and our projections through 2025 show that the labor force will grow both in Paterson and the Greater Spruce Street neighborhood. If current patterns of educational attainment persist, a large portion of these jobs will be low- and mid-skill level jobs.

It is likely that many of the jobs in the Passaic County manufacturing and production base will be lost by Paterson residents, a portion of whom could be from the Greater Spruce Street neighborhood, given that 38% of those employed in Paterson's manufacturing industry live in the study area.

The manufacturing loss should be countered by the growth in health care-related jobs. Paterson and Passaic County is home to Saint Joseph's Health System, a major provider of care in North Jersey. The hospital is planning a major \$300 million expansion and is the dominant health care provider in the Passaic County market. However, much of the growth in health-care jobs will occur in positions that perform diagnostic and therapeutic functions, which require a higher level of education. The openings in the jobs supporting these functions could certainly be filled by residents of the Greater Spruce Street neighborhood, and the area could become a larger satellite location for Saint Joseph's Hospital.

Some of Passaic County's growth in the retail-related occupations will come from the opening of "Center City," one of New Jersey's largest redevelopment projects that includes 320,000 square feet of retail, entertainment, and restaurants. Currently, the project is reported to be 70% leased. Center City could have a significant impact on Paterson's Downtown Commercial District because it will bring the presence of national retailers and provide the opportunity for Patersonians to spend their money in Paterson rather than at one of the surrounding malls in the area, such as Willowbrook Mall in Wayne. Any additional retail beyond Center City should be specialized, smaller scale, and targeted toward the cultural tourism and local resident market.

It should be noted that while Paterson's excellent highway access is an asset to attract to industry, Paterson is also more remote than nearby cities, many of which compete for similar jobs. Paterson is served by rail, and soon light rail, but rail access to New York and other cities is not direct, and the majority of trips are taken by the automobile. Heavy traffic snarls the highways and local streets which negatively impacts the local economy. Business owners and employers have indicated that it is hard to fill jobs locally and that it is difficult for potential employees from outside of town to get to job interviews or employment in the City.



The Great Falls, the Raceways, and the adjacent path system.

Environmental Conditions and Open Space

The River, the Falls and the Floodplain

The dominant landscape feature in the Greater Spruce Street neighborhood is the Passaic River, split into Upper and Lower branches by the Great Falls – its 77-foot waterfall. The Passaic flows across the study area from southwest to northeast, at once bisecting the Greater Spruce Street area in two and creating a dramatic point of interest at its center. The majestic Falls and the River are steeped in history and high on the list of residents' favorite neighborhood characteristics; together with the system of Raceways that courses through the neighborhood fabric, they constitute the area's unique, albeit at times stagnant, hydrology woven within Paterson's dense urban form. The Stanley M. Levine Reservoir, hidden and elevated on a hill just east of the Passaic's Upper Branch toward the south of the study area represents the last component of the Greater Spruce Street's hydrologic network.



Water rushing toward the Great Falls.



Figure 30. Hydrology

- Water Feature
- Groundwater Recharge Area

Source: NJDEP

- 100 Year Floodplain (55' contour)

Source: Paterson State Park Master Plan, Field Operations



Topography

The natural landscape within the Greater Spruce Street neighborhood varies in slope and elevation, with steep embankments flanking the Passaic River adjacent to the Great Falls and likewise dramatic topography along its southern edge where Garret Mountain Park meets Interstate-80. With the exception of several areas within the neighborhood fabric where steep slopes and rocky outcrops render land undevelopable, the topography of the community's collection of streets and blocks is more subtle. Land on the Totowa side of the Greater Spruce Street area has a higher elevation than that of the downtown side, but with an elevation higher than 55 feet above sea level, the majority of the study area remains protected from the Passaic River's 100-year flood plain. The entirety of S.U.M. Island, however, falls within the flood plain.



Garrett Mountain.



Figure 31. Elevation

100 Year Flood Plain (55' contour)

Source: Paterson State Park Master Plan, Field Operations

Elevation in Feet: 2-foot contour lines

- 14 - 29
- 29 - 43
- 43 - 57
- 57 - 72
- 72 - 86
- 86 - 100
- 100 - 115
- 115 - 129
- 129 - 143
- 143 - 157
- 157 - 172
- 172 - 186
- 186 - 200
- 200 - 215
- 215 - 229
- 229 - 243
- 243 - 257
- 257 - 272
- 272 - 286
- 286 - 300
- 300 - 315
- 315 - 329
- 329 - 343
- 343 - 357
- 357 - 372
- 372 - 386

Source: NJIT





Drainage and Environmental Contamination

Gravity causes water to drain downward to lower elevations, and because much of Paterson's landscape is covered with impervious surfaces – streets, roofs, parking lots, and rock forms – stormwater runoff flows toward the Passaic River, entering the River through the City's surface water discharge sites, bringing with it the pollutants it may contain and the litter it picks up along the way, and thus threatening the integrity of the River. As revitalization within the Greater Spruce Street neighborhood proceeds and redevelopment of the area's historic mill structures occurs, managing stormwater to improve the health of the River will be an important part of the process.

While the Greater Spruce Street neighborhood's industrial past is to blame for first polluting the Passaic and its system of Raceways with dyes from the textile mills, the environmental issues associated with the historic mill buildings today pale, for the most part, in comparison with the remediation challenges posed by industrial uses of subsequent manufacturing eras. Paterson's mills, and the industries that occupied them, preceded the age of chemicals, which are the source of most contamination at industrial sites, calling for costly and complicated remediation approaches. According to one local developer, the most serious contamination issue with the local mill buildings is coal dust, which is often impacted in the basement, requiring removal or capping.

However, beyond several auto-related sources of known or potential groundwater contamination, the Greater Spruce Street neighborhood's lingering contamination challenge is the Allied Textile Printing (ATP) site, owned by the City of Paterson. The formal process for cleaning up the brownfield site began in 2004 with the formation of the Paterson Environmental Revitalization Committee (PERC), a coalition of stakeholders organized to spearhead and coordinate the remediation.

State and Federal incentive programs exist for brownfield remediation and reuse. The Great Falls Historic District's designation by the New Jersey Department of Environmental Protection (NJDEP) as a Brownfields Development Area (BDA) has already resulted in eligibility for up to \$5 million per year in remediation funding. BDA designation will also help the District access the support necessary to achieve coordinated remediation by paring committed enforcement authorities with dedicated residents and leveraging private investment with public funds. Paterson's *Brownfield Revitalization Tool Kit* published in 2007 by the Environmental Law Institute further details the brownfield redevelopment process and resources available for remediation.

Litter and debris caught in the Upper Passaic River.

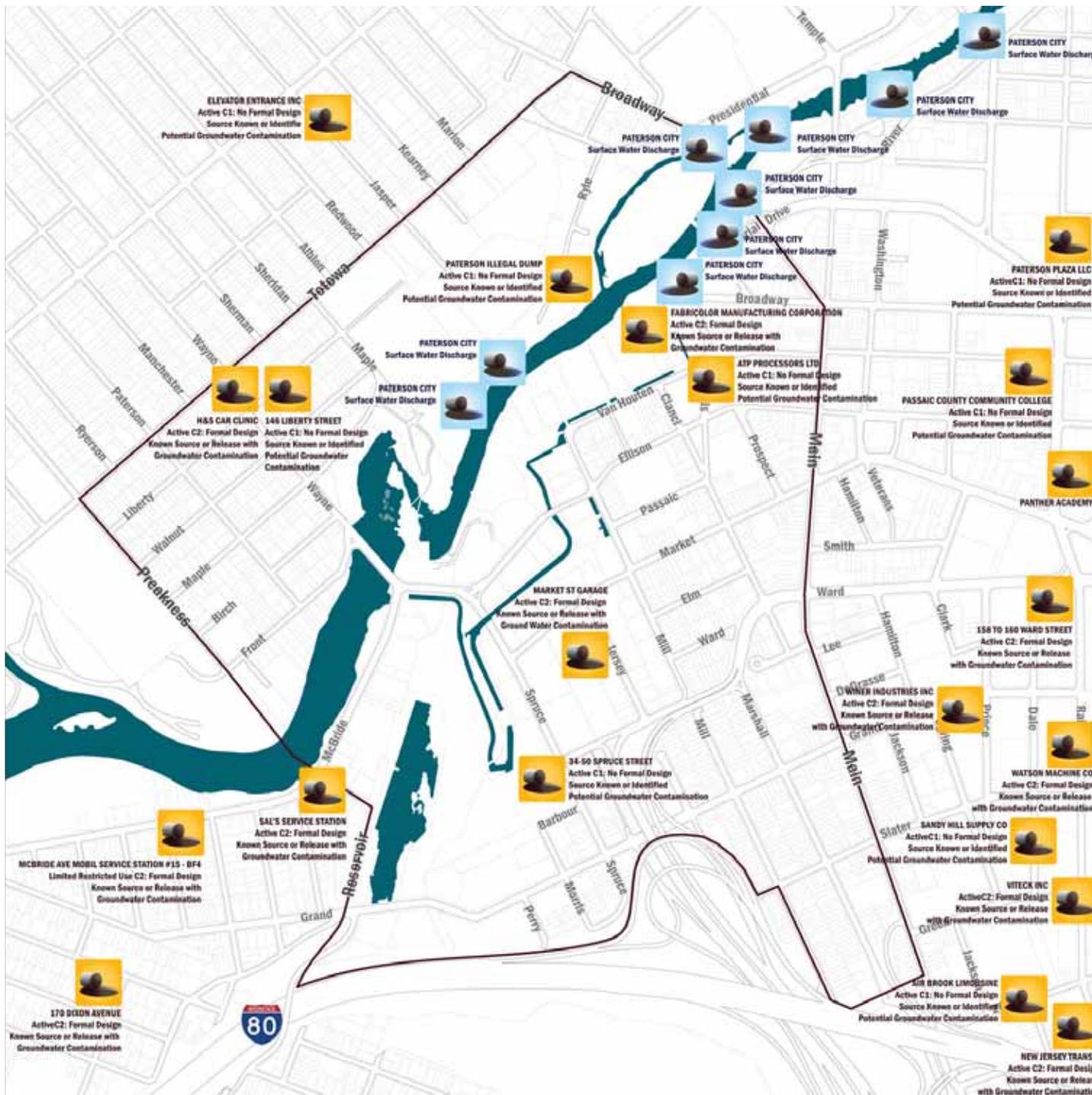


Figure 32. Environmental Contamination

 Known Contaminated Site from Known Contaminated Site List or Site on Site Remediations Program (SRP) Comprehensive List that has a deed notice

 Surface Water Discharges from the New Jersey Pollutant Discharge Elimination System

Source: NJDEP



Trees

Because of the area's dramatic topography and the non-developable lands that exist as a result of steep, rocky slopes, the Greater Spruce Street neighborhood appears to exist as an urban neighborhood in the midst of a forest. Dense tree coverage lines both sides of the Passaic, surrounds the Stanley M. Levine Reservoir, and engulfs the northern edge of Garret Mountain Park, visible throughout much of the study area. As a result, at first glance, the Greater Spruce Street neighborhood seems very green and well-treed.

However, the map of street trees only (the tree canopy map minus the trees planted at the center of city blocks or within the local forested areas) is surprisingly sparse. Few streets offer enough tree shade to foster a "green" image for the community.



Figure 33. Tree Canopy

Parks and Play Space

The Greater Spruce Street neighborhood currently contains roughly 29 acres of public open space. The National Park boundary will increase open space acreage to about 52 acres. Neighborhood parks and open space resources exist along the River (West Side Park, Great Falls Park, Overlook Park, and Upper Raceway Park) and within the community (Lou Costello Park and Hinchliffe Stadium), but despite the area's large amount of open space per resident, there is a disconnect within the neighborhood that stems from the inherent difference between parks and open space, recreation and play space. Ask a local teen what is missing from the neighborhood, and you'll hear: **"a track, a skate park, a bowling alley, an activity center, tennis courts, basketball courts, places for jump rope, and a movie theater,"** among other things.



Figure 34. Street Trees

Beyond the lack of play space in the community, exist some very real concerns about local parks. On the resident satisfaction survey, respondents who indicated that they never use neighborhood parks offered the following explanations:

- 29% cited fears about safety and criminal activities (“**violence, gangs, drugs, vandalism, loitering,**” etc.)
- 22% cited the conditions or maintenance of the facilities (“**dirty, filthy, dilapidated,**” etc.)
- 22% cited issues with accessing the parks (“**too far, no car, lack of public transportation,**” etc.)
- 11% cited inadequate programming, park design, and lack of amenities (“**not enough activities, nothing for children to do, no water fountains,**” etc.)

Such deterrents prove effective in keeping local residents from taking advantage of the area’s open space offerings.

Upper Raceway Park – located upon a hill adjacent to the Reservoir and behind a dense cluster of trees, Upper Raceway Park contains a small playground and a public pool, a parking area, and a trail system that cuts through the steep forested space between the park and Spruce Street below. Lou Costello Pool is “**one of the few things that kids have to do in the City,**” and yet remains “**hidden, inaccessible, and underutilized.**” 94% of survey respondents noted that they rarely or never use Upper Raceway Park.

Overlook Park – 89% of survey respondents reported that they rarely or never frequent Overlook Park, a passive park space adjacent to the Great Falls. The park is a destination for visitors and a quiet green space where local daycares bring children for some fresh air, but beyond a parking area, the overlook, an Alexander Hamilton statue, and a few picnic tables, the park offers few amenities. Its redesign is in the works, however, incorporating a new amphitheater that will create added draw to the area.

Great Falls Park – formerly known as Mary Ellen Kramer Park, Great Falls Park is similar in its passive character to Overlook Park but situated on the other side of the Passaic River and the Great Falls Chasm. Access between Overlook and Great Falls Park is provided by a footbridge over the Falls, which grants access to impressive views and a proximity to the powerful Falls and the mist they push into the air. Existing signage for the Park and footbridge is minimal and ineffective. Great Falls Park is also awaiting improvements.

Lou Costello Park – Lou Costello Park is the only green space integrated within the study area’s neighborhood fabric. Though located across the street from “Little Italy” along Cianci Street, the park’s bocce ball courts are rarely used. With benches, shade, a gazebo, and an open field so close to downtown and the cluster of social services offered nearby, the park is often populated by homeless people.

School Playgrounds – while 92% of survey respondents indicated that they rarely or never use school playgrounds, it is important to note that only 12.5% of survey respondents were under the age of 18. In fact, lacking any other outdoor recreation spaces in the neighborhood, kids often remain on school grounds after school hours despite the barren hardscapes that characterize such play areas.

Survey respondents reported greater, though still limited usage of three parks just outside of the study area – **Pennington Park, Garret Mountain Park, and West Side Park**. Garret Mountain Park is a nature preserve with hiking trails, open fields, and beautiful views of Paterson with New York City’s skyline visible in the distance. Pennington and West Side Parks offer more traditional park amenities, including baseball fields, tennis courts, basketball courts, soccer fields, a football field, a track, and playgrounds. As noted above, access to these parks is a challenge for many neighborhood residents.



Figure 35. Open Space and Trail Network

- Existing Open Space
- Proposed Great Falls Park Trail Network
- Neighborhood Connections to Proposed Trails



Top: Lou Costello Pool, Lou Costello Park, dysfunctional benches in plaza along Ward Street, humorous signage.
 Bottom: Almost invisible signage points to the Great Falls overpass, unlandscaped approach to the overpass, barren school playground.

Recreation Potential

Although the Greater Spruce Street neighborhood has a substantial amount of open space for an urban neighborhood, the community's recreation needs are unmet, especially given the high proportion of youth among the local population (31%) and the number of school children who descend upon the study area each day (roughly 5,460, see the Schools section for more detail). Two sizable opportunities exist to address the area's lack of recreational amenities – Hinchliffe Stadium and the coming National Park.

Hinchliffe Stadium – Hinchliffe Stadium is an abandoned, historic, 10,000-seat outdoor stadium on the Totowa side of the Passaic River. The Stadium, built in 1931, once served as a venue for top-notch spectator sports, drawing Negro League Baseball fans, as well as auto-racing, boxing, football, and, much later, international soccer fans. Through 1997, the Stadium also served as a playing field for local high school athletics. When the Stadium closed its doors in 1997, the Greater Spruce Street neighborhood and the City of Paterson lost not only the use of the sole recreational space within the neighborhood, but access to a special part of local history.

Though owned and lightly used for storage by the Paterson Board of Education, Stadium advocates worry that the unsealed property will continue to deteriorate, suffering “demolition by neglect.” The Friends of Hinchliffe Stadium emerged in 2000 to lobby for the preservation and reuse of this local recreation resource.

Future National Park – The coming Great Falls National Park, the boundaries of which overlap to some degree with the planned Great Falls State Park, will introduce about 20 acres of new open space to the Greater Spruce Street neighborhood. While portions of this park space will no doubt be allocated to Park administration, education and history, and security, among other functions, the added park space should also add variety to the local open space inventory and recreational amenities of interest to local residents of all ages as well as to tourists and other visitors.



Deserted Hinchliffe Stadium.



Figure 36. Existing and Future Public Open Space

- Existing Public Open Space
- Approximate National Historic Park Boundary



Circulation and Mobility

Access and Gateways

Without a doubt, cars dominate the transportation network within the Greater Spruce Street neighborhood. One of the most noted features of the neighborhood is its excellent access to both Interstate-80 and Route 19, convenient for people who live and work in the neighborhood and attractive to businesses considering a location in Paterson.

Paterson's proximity to Routes 80 and 19 is certainly a major asset in many respects, but the elevated highway access infrastructure greatly disrupts the system of neighborhood streets, imposing a negative visual impact on the surrounding residential areas and a significant barrier to street-level circulation. The location of the highway access and exit ramps also route a constant flow of traffic through the Greater Spruce Street neighborhood on streets too narrow to bear the burden of such volumes. Additionally, the amount of space dedicated to the on- and off-ramps associated with Routes 80 and 19 itself constitutes a major rift in the neighborhood fabric, severing the City from one of its most valuable natural assets, Garrett Mountain.



*Top: Streets burdened by heavy traffic due to highway on- and off-ramps.
Bottom: Land consumed by highway on- and off-ramps disrupts neighborhood continuity.*



Figure 37. Neighborhood Gateways



The hand points to the highway sign, but it's still hidden.



Highway signage.

There are two entrances to Route 80 from the north side of the interchange; one on-ramp extends from Oliver Street, providing access to 80 East and 19 South, while the Grand Street on-ramps provide access to 80 West, 80 East, and 19 South. Because there is no access from Oliver Street to 80 West, drivers must continue to Spruce and Grand Streets to enter 80 West, resulting in added congestion along both Oliver and Spruce. Off-ramps from Route 80 direct traffic to Main, Ward, or Jersey Streets. People entering the area from Route 19 do so along Ward and Jersey Streets as well. Additional ramp infrastructure provides connectivity between Route 80 and Route 19 themselves.

Though the traffic burden strains area streets, hosting such major gateways to the City creates an opportunity for the Greater Spruce Street neighborhood. For decades, the highway ramps routed drivers through a “tough part of town” to reach downtown because there was no downtown exit from Interstate 80. While the new ramps within Greater Spruce Street may lack clear signage and beauty, they do offer a glimpse of Paterson’s collection of mills nestled into the hillside as well as of downtown’s more ornate building stock. With room for improvement, St. Joe’s Hospital has purchased the land adjacent to I-80 for visual enhancements.

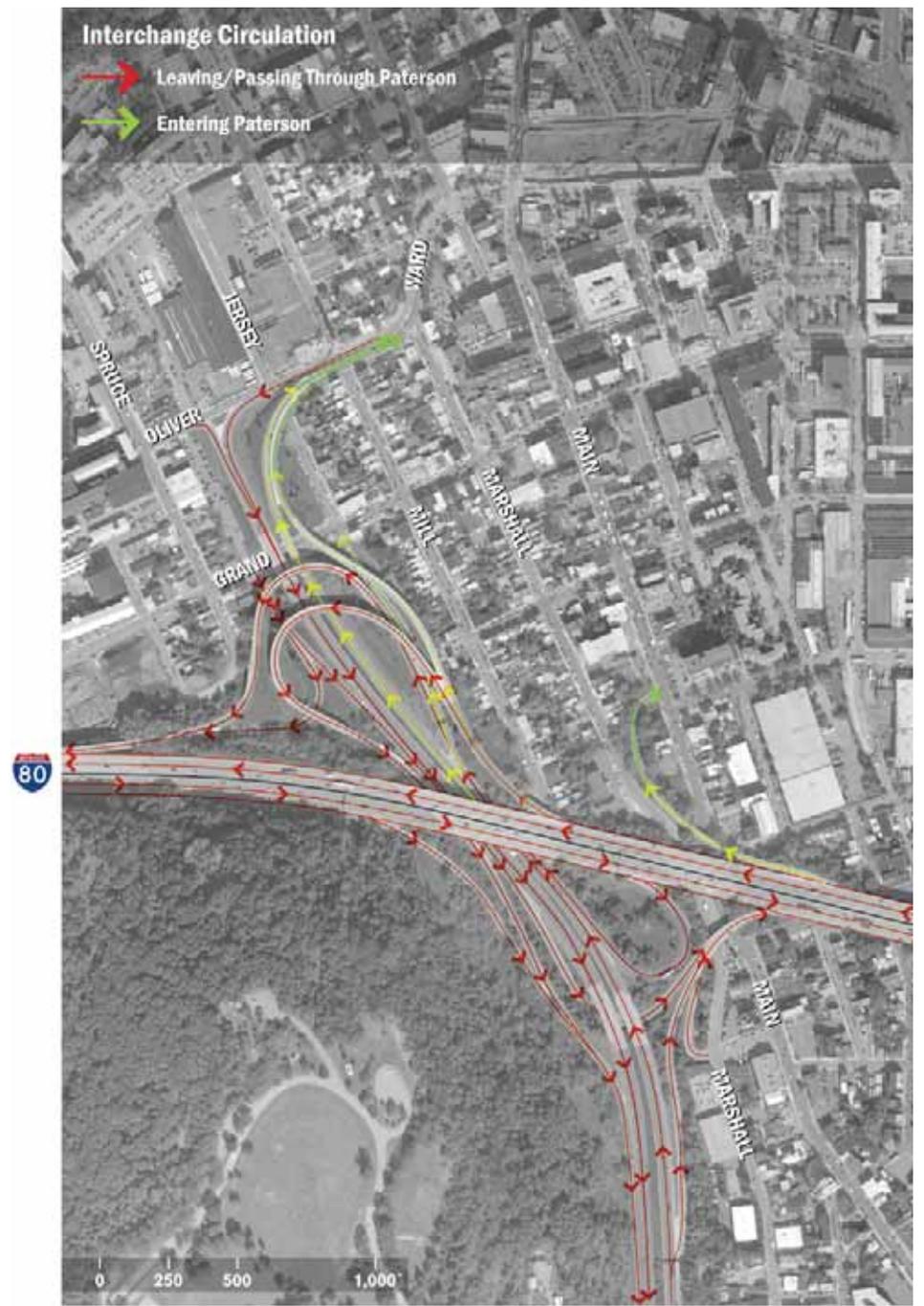
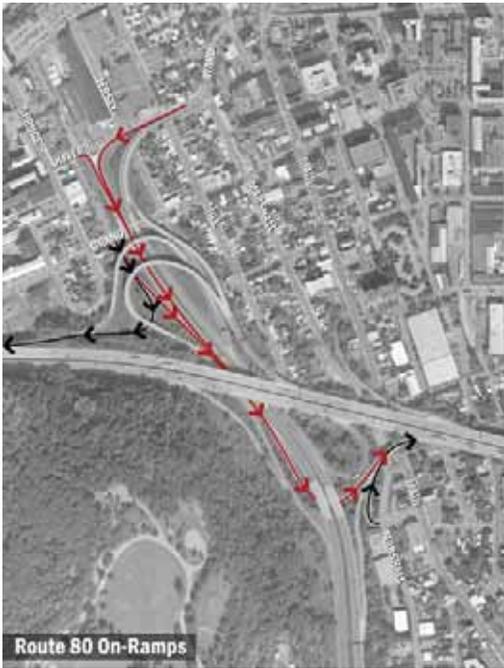
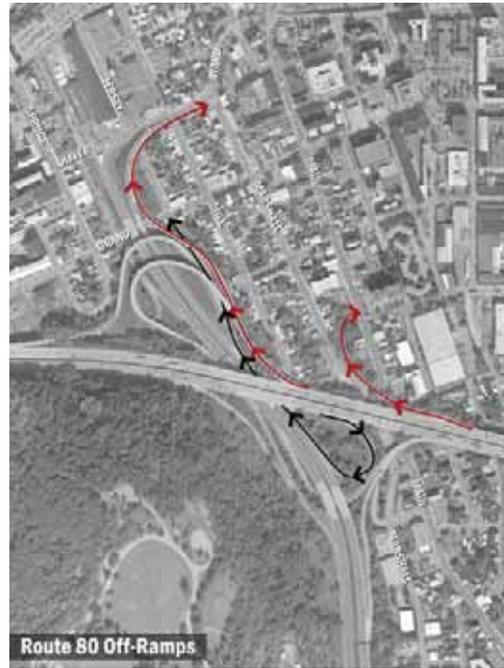


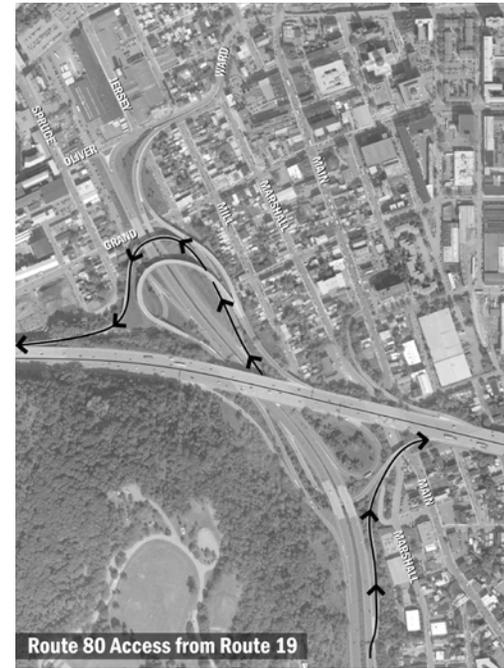
Figure 38. Highway Interchange Circulation



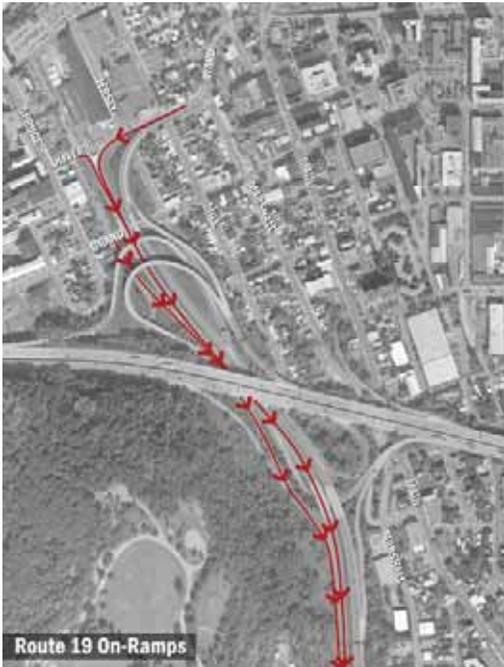
Route 80 On-Ramps



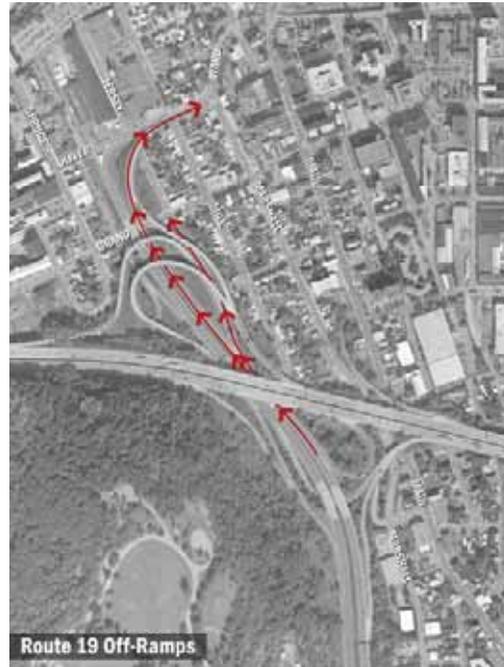
Route 80 Off-Ramps



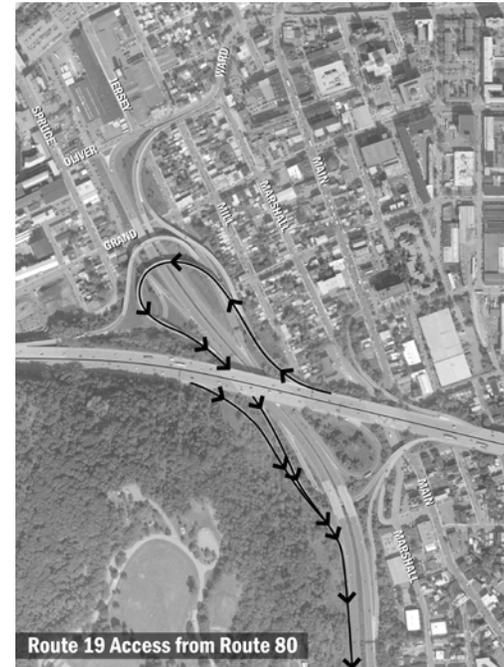
Route 80 Access from Route 19



Route 19 On-Ramps



Route 19 Off-Ramps



Route 19 Access from Route 80

Black Arrows signify unique access routes—there is only one possible way of accessing the highway from the indicated origin.

Red Arrows signify duplicate access routes—there are more than one means of accessing the highway from the indicated origin.

Figure 39. Highway On-Ramps

Figure 40. Highway Off-Ramps

Figure 41. Highway Connectivity



Street Network and Traffic

The local street network varies across the study area. On the Totowa side of the Greater Spruce Street neighborhood, the streets, the majority of which are one-way, follow a regular City grid. Closer to downtown, the Greater Spruce Street neighborhood's street network is more complex. What was once a regular street grid has been disrupted by the highway infrastructure and re-routed Ward Street. In addition to Ward and Market, Spruce and Wayne, the edge streets, Main, Broadway, and Totowa carry the most traffic.

Traffic congestion is a common complaint of residents, employees and business owners. The Greater Spruce Street neighborhood has three significant peak periods per day: morning rush hour; evening rush hour; and after school. The combination of large numbers of cars plus school-age children and teens walking home after school gridlocks the community on both sides of the Passaic River. The Greater Spruce Street Neighborhood Plan initiated a traffic study of five major intersections in the study area: Wayne and Totowa Avenues; Spruce and Market Streets; Mill and Market Streets; Curtis and Van Houten; and Main and Market Streets. The study's methodology was informal, but the data resulting from the counts is consistent with general observed traffic patterns and volumes in the neighborhood.

Traffic counts were conducted on one weekday for one 30-minute period in the morning and one 30-minute period in the evening for each surveyed intersection (with the exception of Curtis and Van Houten, which was surveyed for one 20-minute period in the evening, and the data extrapolated to estimate a 30-minute count). The intersections were not all surveyed on the same day, but the counts were completed within a two-week period in August 2008. The traffic study involved a count of vehicles passing through each intersection, with each vehicle's specific path through the intersection recorded. The morning traffic counts were conducted from 8:30 AM to 9:00 AM; evening traffic counts were conducted from 4:45 PM to 5:15 PM.

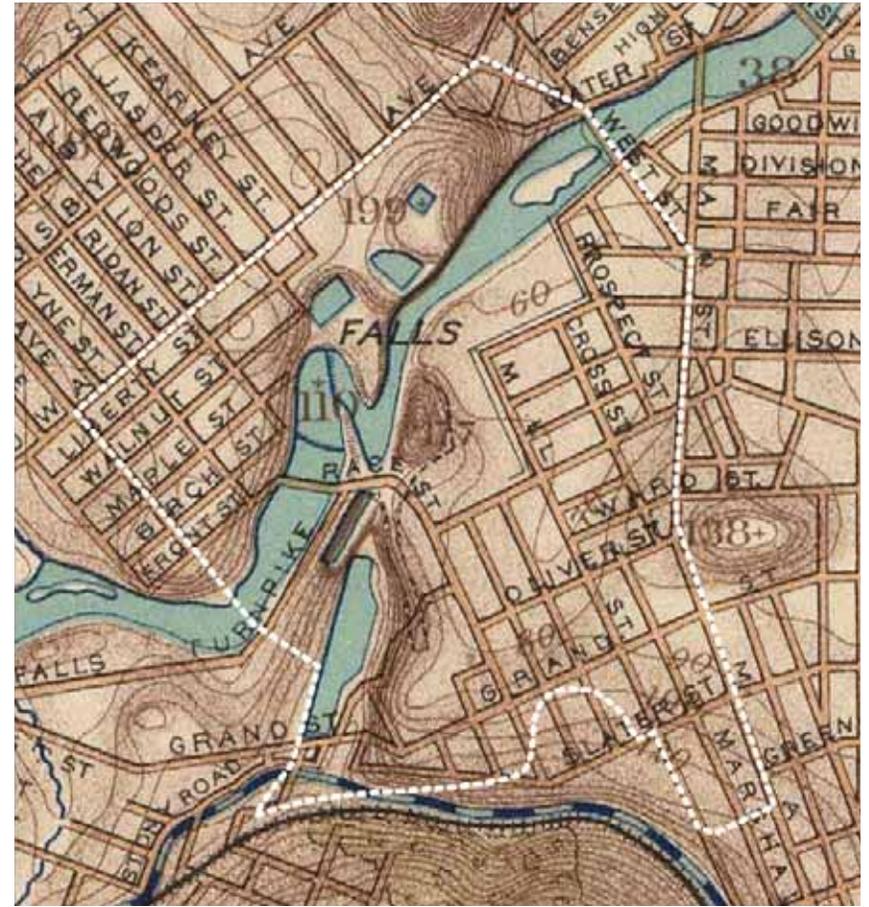


Figure 42. 1891 Neighborhood Map with Original Street Grid

Source: www.davidrumsey.com

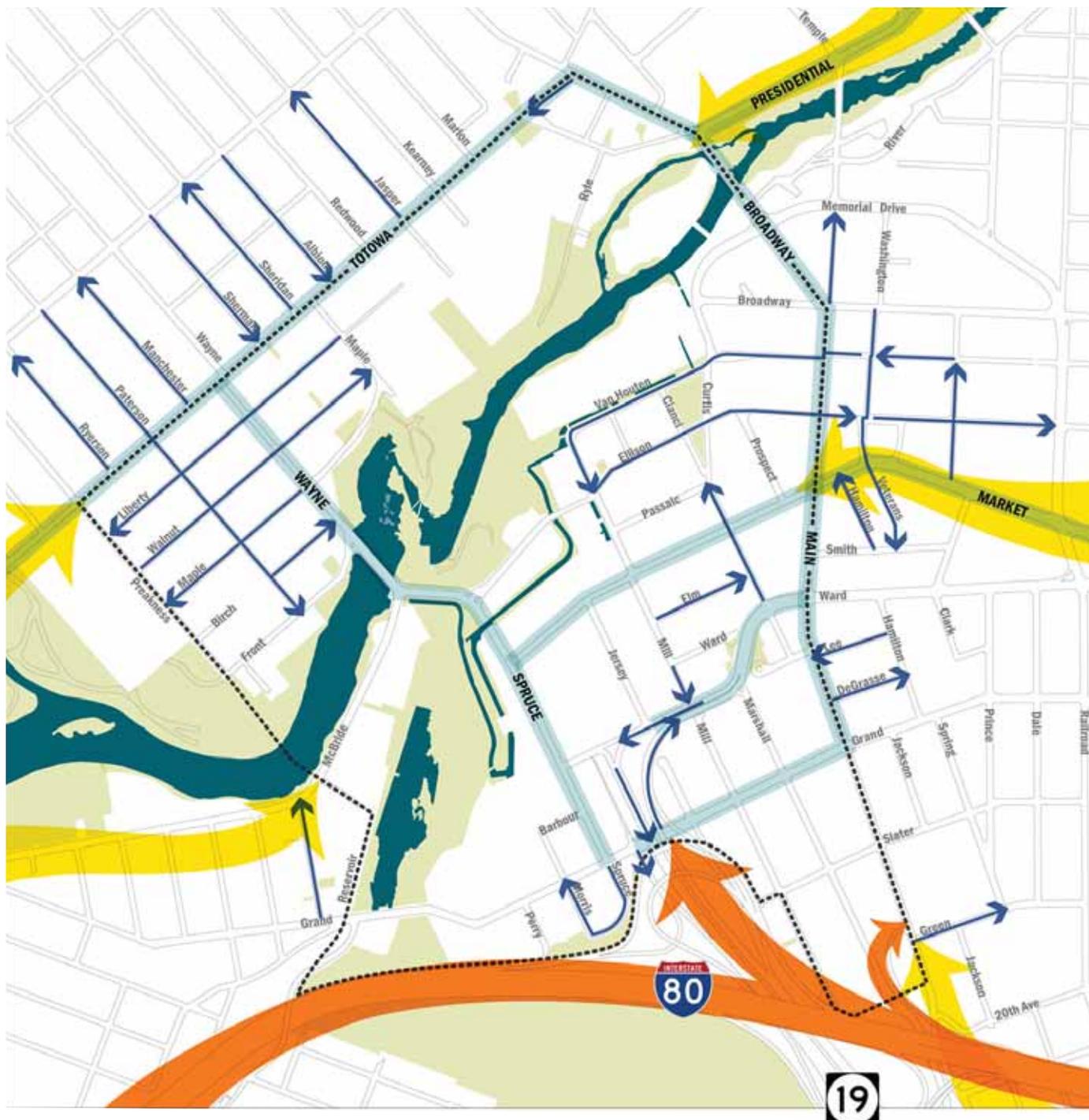


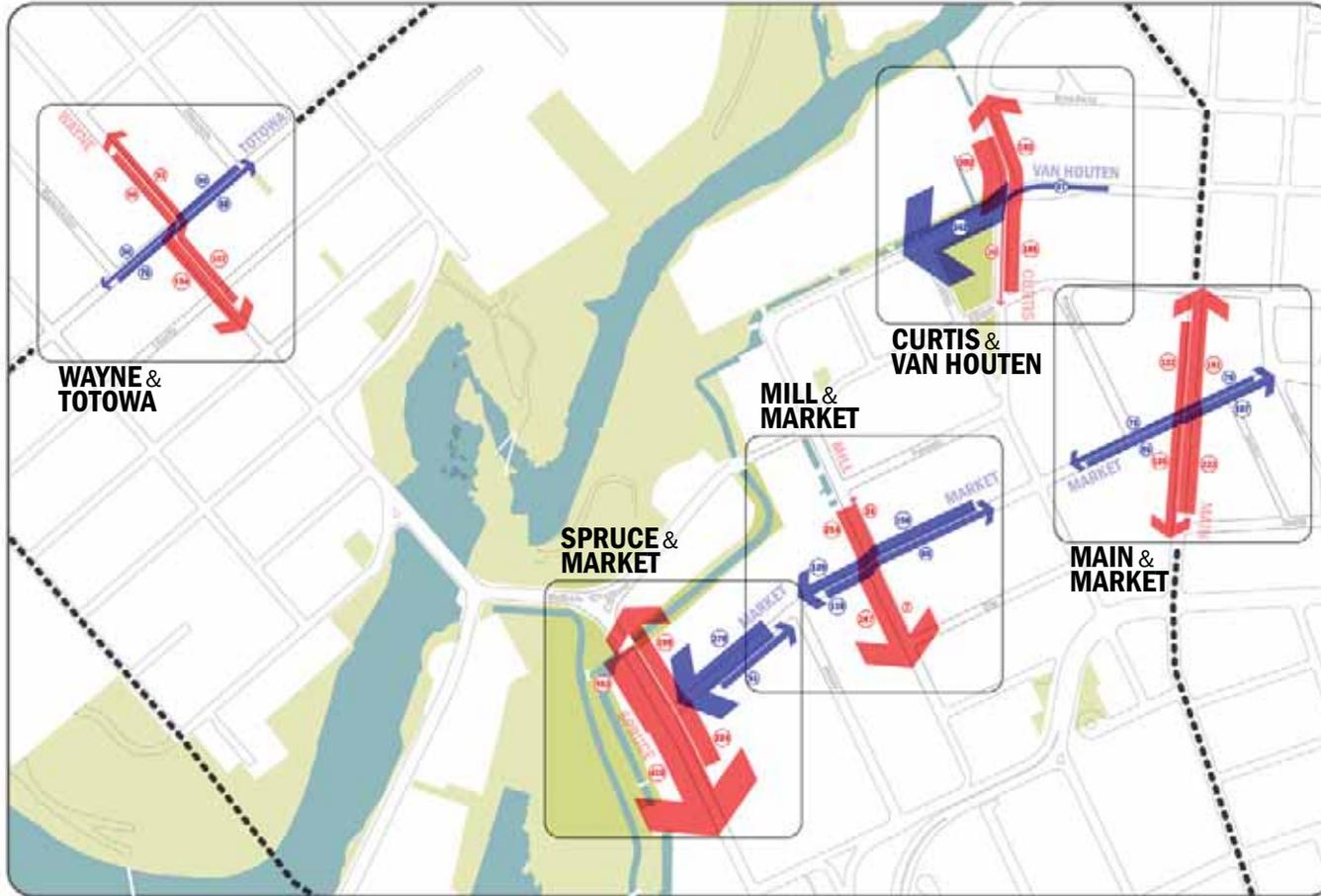
Figure 43. Street Network

- Major Streets
- One-Way Streets
- City Gateways
- Local Gateways

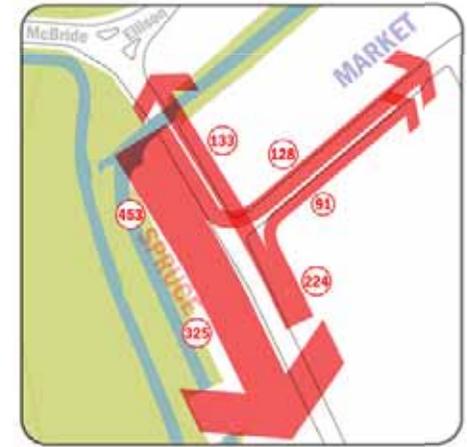
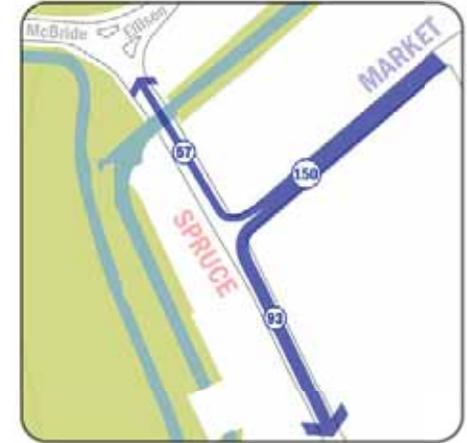


Figure 44. Morning Traffic Counts

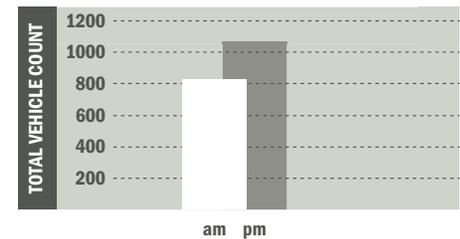
Source: Field Survey, August 2008



SPRUCE & MARKET



The traffic count totals for each section are noted adjacent to the arrow indicating the direction of travel, which is scaled according to the volume of cars that passed through that segment of the intersection: the larger the arrow, the more cars passed over the underlying section of road. The composite map shows the total number of vehicles that traveled along each segment of each intersection during the morning traffic count time period, regardless of the origin of the vehicle. For instance, at the intersection of Main Street and Market Street, a vehicle traveling north on Main Street and continuing straight through the intersection would contribute to the total of 222 vehicles counted in the northbound lane of Main Street south of Market, and would also be counted on the north side of Market Street in the northbound lane of Main Street, contributing to the total of 192 vehicles. A vehicle approaching the same intersection from the west on Market Street and turning north onto Main Street would be counted on the eastbound segment of Market Street west of Main Street, contributing to the total of 86 vehicles counted for that segment, and would also be counted on the north side of Market Street in the northbound lane of Main Street, contributing to the total of 192 vehicles.



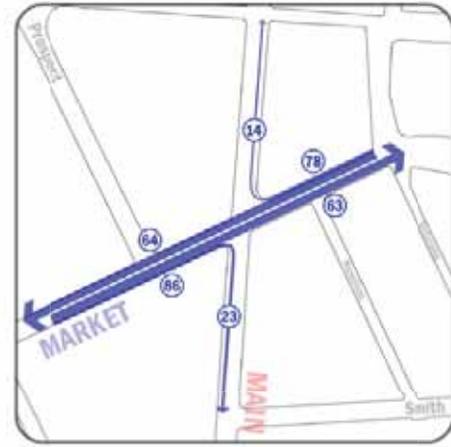
MILL & MARKET



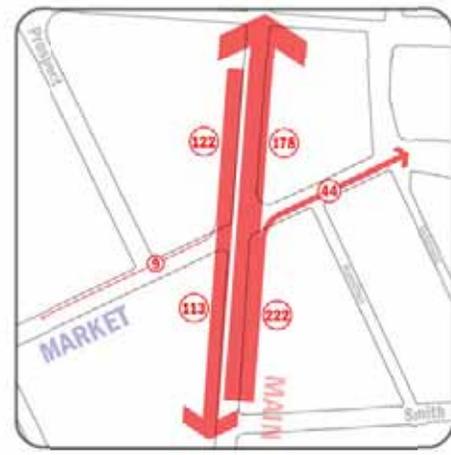
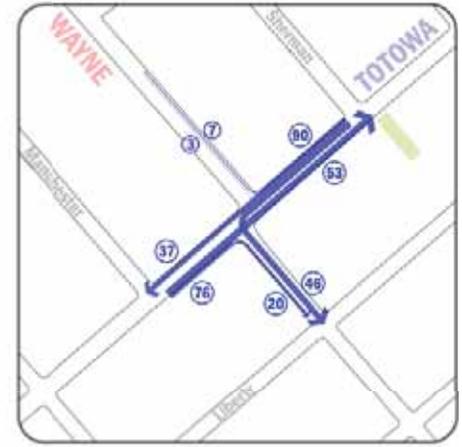
CURTIS & VAN HOUTEN



MAIN & MARKET



WAYNE & TOTOWA

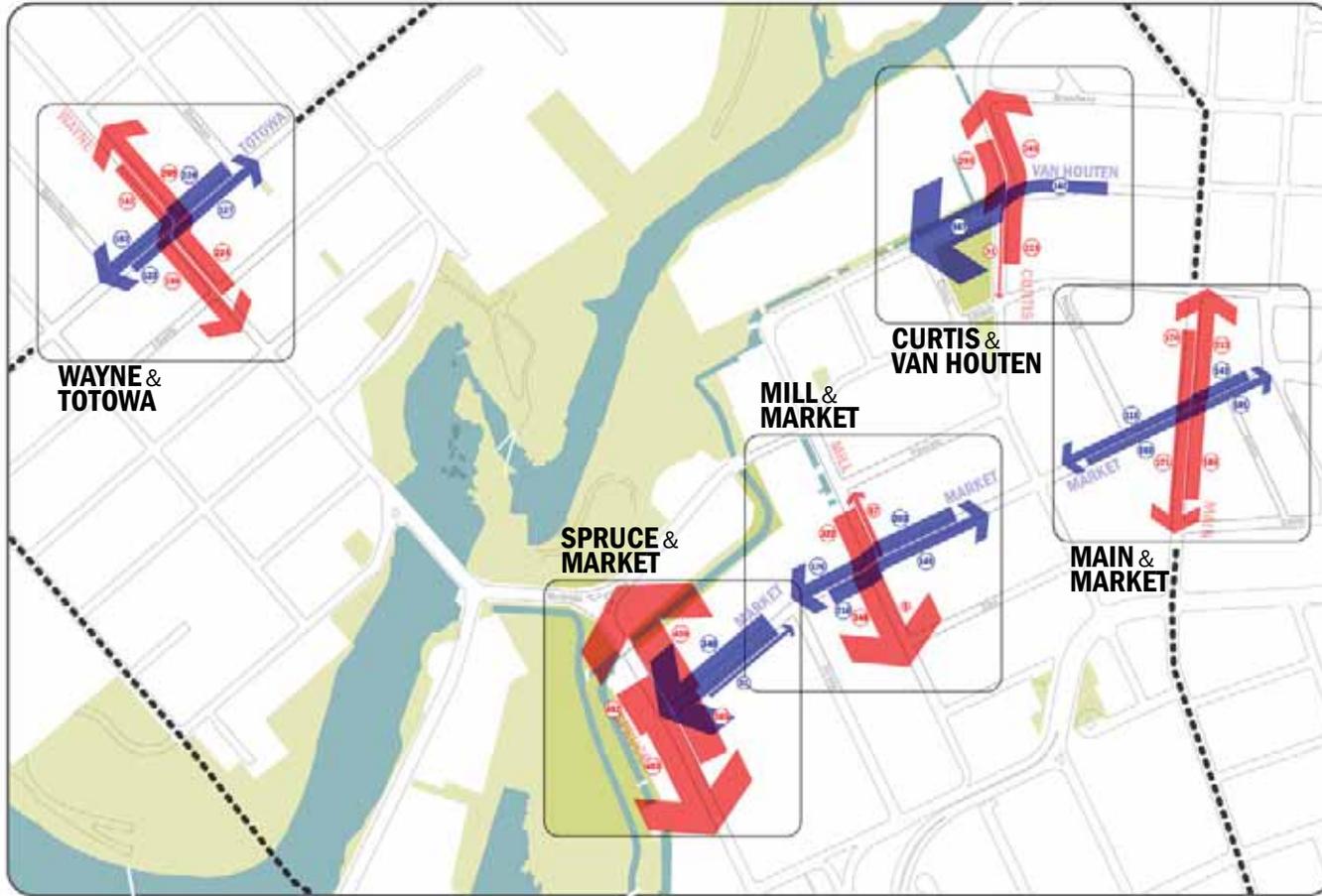


In the accompanying details of traffic patterns of each intersection, the vehicles counted are mapped according to the specific routes they followed. The same graphic representation and tallying technique is used in the evening traffic count diagrams for each intersection.

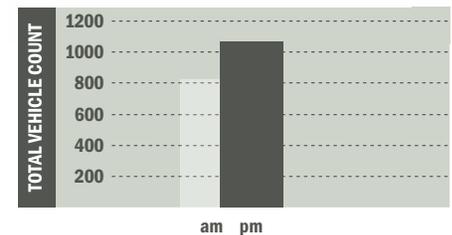
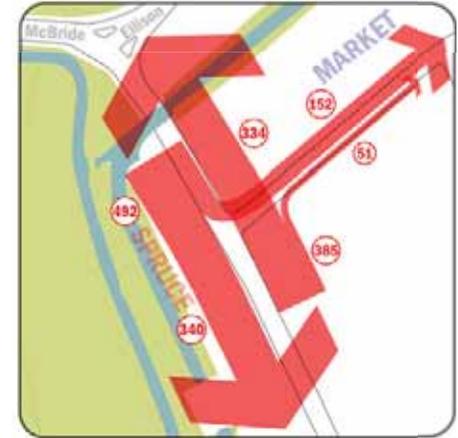
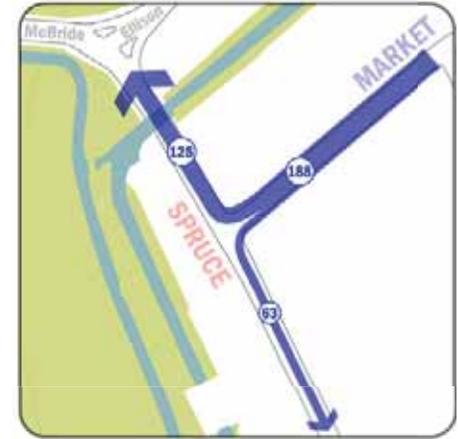


Figure 45. Evening Traffic Counts

Source: Field Survey, August 2008



SPRUCE & MARKET



Traffic volumes recorded at Spruce and Market are high, and in fact, congestion is a challenge along the entire length of Spruce Street, resulting in a dangerous situation for pedestrians and the many children who attend school along this corridor as well as a frustrating situation for drivers. Though a traffic count was not conducted at Spruce and Oliver, it was generally observed that a great proportion of vehicles traveling southeast on Spruce Street turn left on Oliver to access the Route 19/Route 80 on-ramp. Because the intersection of Oliver and Spruce is not a signalized intersection (there is only a stop sign for those traveling west on Oliver), and because there is only one lane of travel in each direction on Spruce Street, the vehicles cueing to turn left on Oliver create a impassable blockage on Spruce.

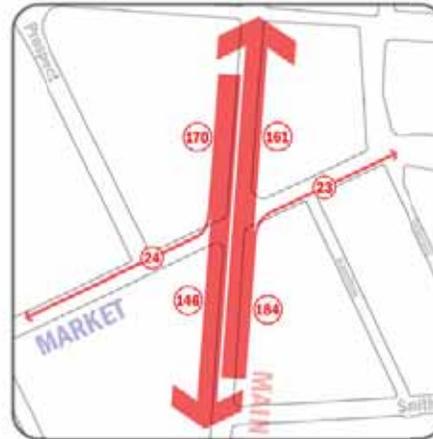
MILL & MARKET



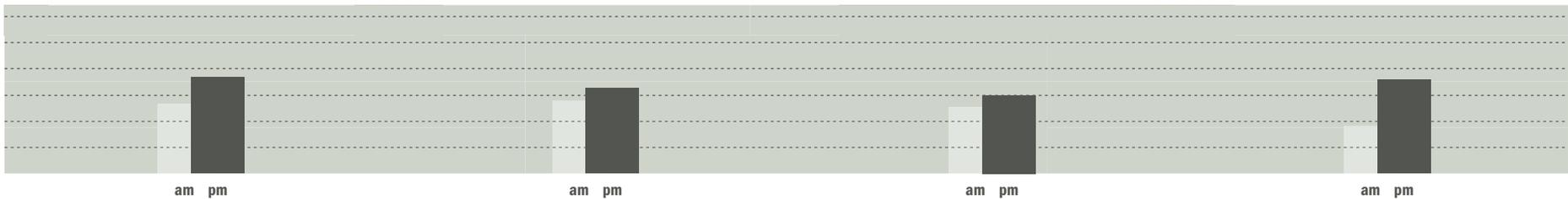
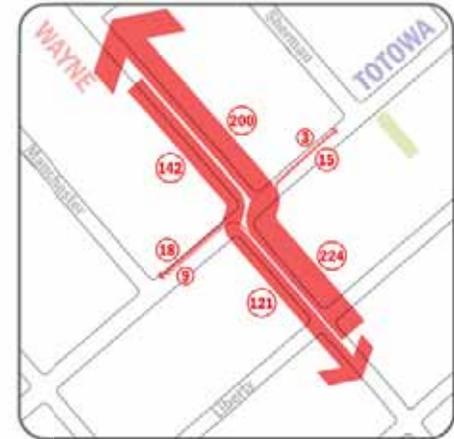
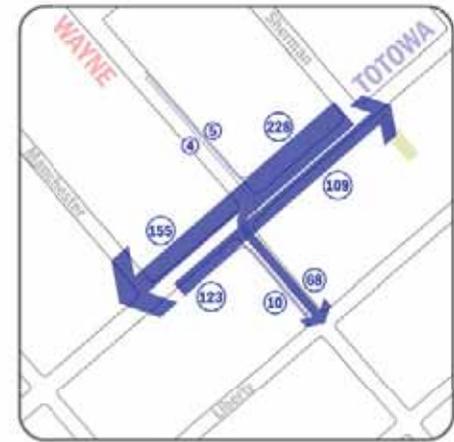
CURTIS & VAN HOUTEN



MAIN & MARKET



WAYNE & TOTOWA



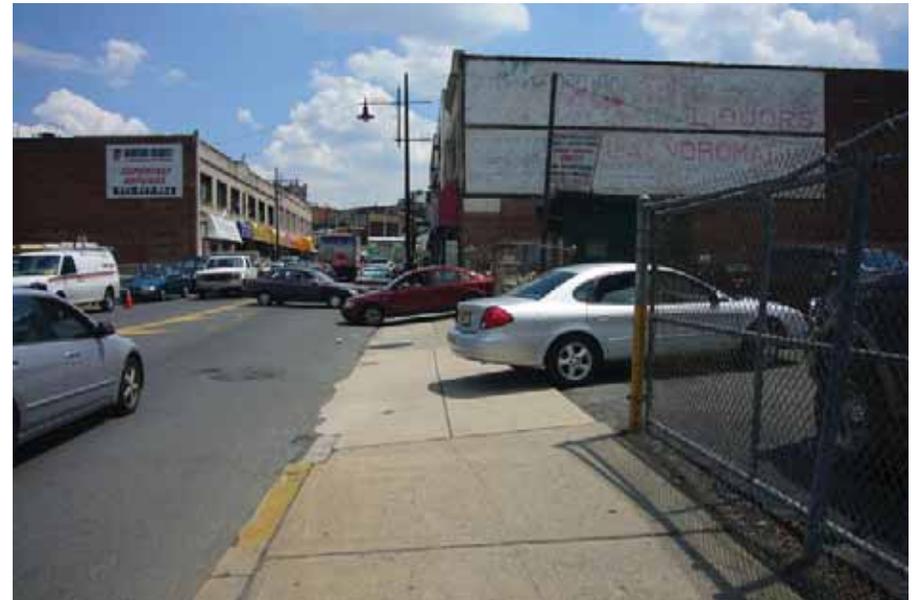
Parking

“Parking is the number one issue.”

Given the level of automobile-reliance in the Greater Spruce Street neighborhood and the excellent highway access, which encourages visitors to travel by car, parking is in short supply and therefore high in demand within the study area. Parking does exist – for free, even – along the unmetered residential streets, though not necessarily in the exact block of the driver’s destination. Metered on-street parking is minimal within the study area, limited to streets near Main Street and surrounding Lou Costello Park. On-street parking is prohibited along the major through corridors and restricted adjacent to local schools and other institutions.

The study area hosts one parking structure on Curtis between Ellison and Van Houten and has one public lot where drivers pay by the hour. These lots, coupled with two permit parking lots, at-grade institutional parking, and private dedicated surface parking in the area, create the appearance of a seeming sea of parking, much of which is frequently underutilized. Indeed, as illustrated in the parking map, parking appears to be a dominant land use within the study area.

Another structured public parking garage is proposed within the study area, and while parking must be planned for – especially in concert with the creation of the National Park and the visitors it will draw – it is also important to ensure that existing parking resources are used efficiently and that balance among modes of transportation is restored within the Greater Spruce Street neighborhood.



Top: Permit parking on Market Street.

Bottom: Curb cuts at parking lot entrances create dangerous situations for pedestrians.



Figure 46. Parking

- Free On-Street Parking
- Metered Parking
- No Parking
- Institutional On-Street Parking
- Dedicated Surface Parking
- Permit Parking
- Public (Hourly) Parking
- Institutional Surface Parking
- Parking Structure



Mass Transit

Because of its adjacency to downtown Paterson, the Greater Spruce Street neighborhood enjoys a wealth of public transportation options. 16 New Jersey Transit (NJT) bus lines course through the area, and NJT's Main Line rail corridor stops at the Paterson Station, roughly a half-mile due east of the Great Falls. Proposals for a light rail line that would connect Paterson with Hawthorne and Hackensack are on the table.

NJT's public transportation system is augmented by a host of private bus, or jitney, companies, the first and largest of which is called Spanish Transportation Company. The Company originated as an "informal service catering to immigrants" with low fares, frequent service, and Latin music, and now "carries more commuters between Paterson and New York City than New Jersey Transit."¹⁷ The competitively priced Express Service jitneys run every seven to eight minutes and take passengers to and from New York City for only \$4.

While the NJT bus lines and jitney service provide important and valued transportation options for area residents and workers, they are also the source of much congestion in the area. Main Street and Market Streets as well as the roads surrounding the NJT bus terminal and jitney parking lots experience a heavy traffic burden, clogged by these buses as they stop to pick up or drop off passengers. Though service frequency is important to riders, it is not uncommon to see buses backed up behind each other.

¹⁷ Michaels, David A. "Ms Transit; Jitneys Attracting Riders, Rivals on Paterson-to-N.Y. Commute." *RedOrbit News*. 23 Oct. 2007.

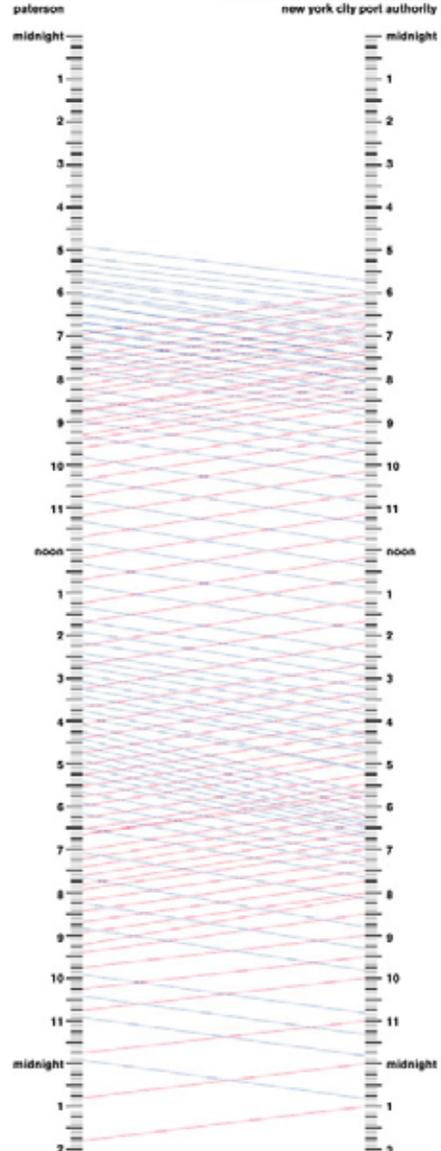


Figure 47. NJT Route 161 Weekday Schedule

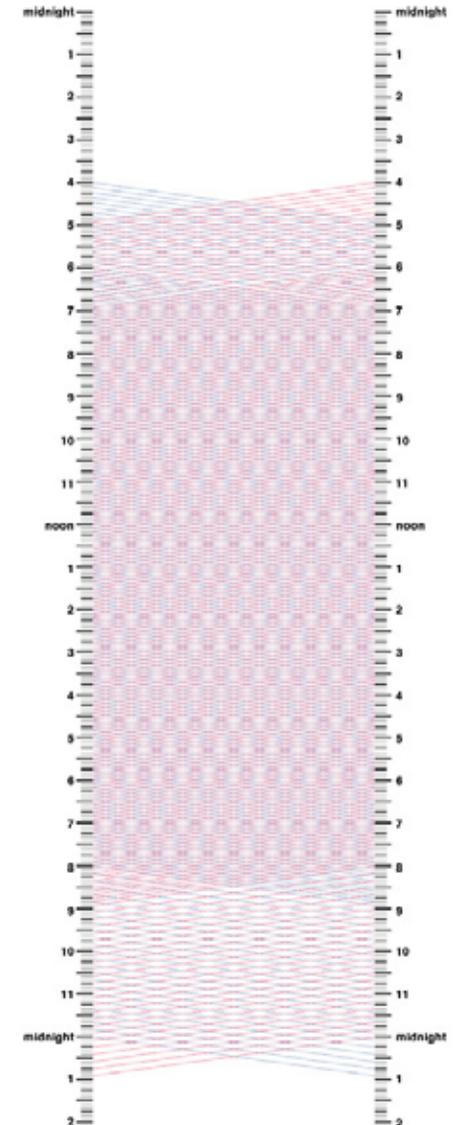


Figure 48. Jitney Weekday Schedule

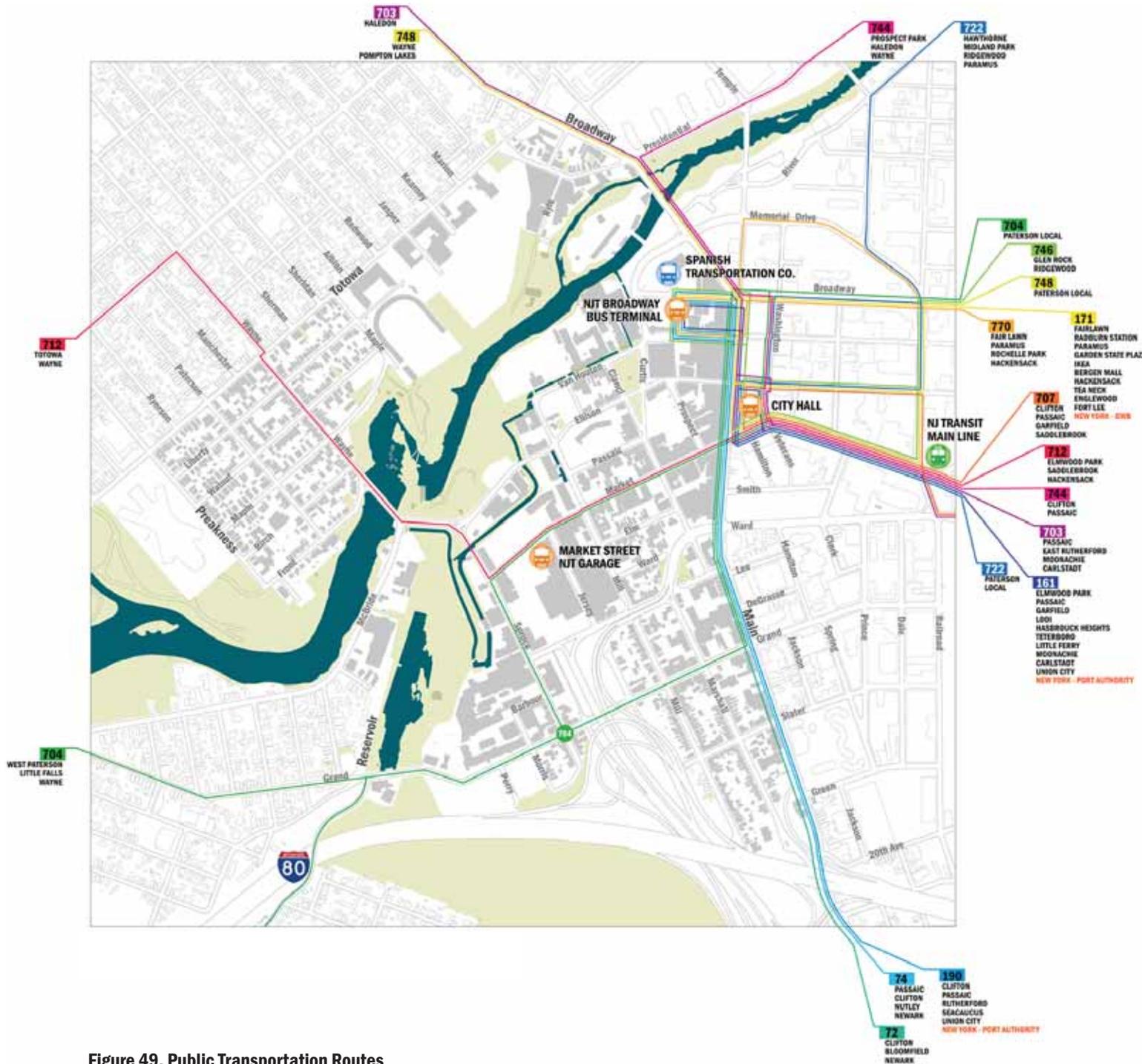


Figure 49. Public Transportation Routes



Commute Mode and Time

The Greater Spruce Street neighborhood's working population benefits from the neighborhood's proximity to downtown Paterson and access to multiple modes of transportation. 73% of survey respondents feel that neighborhood transportation is satisfactory or better, and one resident noted that his favorite aspect of the neighborhood was his **"easy commute."** However, 61% of survey respondents reported dissatisfaction with access to employment centers, in part due to the limited number of jobs available locally, especially low-skill jobs, and in part due to the eastward bias of transportation lines.

The 2000 Census reported that 14% of the local working population walked to work, compared to 6% citywide, a testament to the neighborhood's walkability and nearness to the local jobs that do exist. 16% of neighborhood commuters reported that they rode the bus to work. Though walking is an option for some and the jitney, bus, and rail systems provide attractive alternatives, the overwhelming majority (66%) of the local working population indicated that they drove to work. Despite congestion, reported commute times according to the 2000 Census were short for the region; 92% of the working population had commutes of less than 45 minutes, and 45% enjoyed commute times of less than 20 minutes.

The Pedestrian and Bicycle Environment

Although the Greater Spruce Street neighborhood is an urban area, close to downtown, and generally walkable in nature, the pedestrian experience is chaotic and often treacherous. The busy streets and sidewalks, shops, architecture, and landscape offer those traveling at slower speeds much to look at and take in, but the roadways are clogged with cars, buses, and jitneys – so much so that crossing the street seems impossible at times, and the many of the sidewalks are in serious disrepair.

The walkability map documents sidewalk and crosswalk conditions. Not all intersections lacking crosswalks are marked; only crosswalks with faded striping or painted lines or major moderate-to-high traffic intersections entirely lacking crosswalks are labeled "inadequate crosswalk." The map suggests that sidewalks throughout the study area are in need of improvement, but such improvements are complicated by remnants of the City's industrial past. The vaulting for coal shoots and coal bins under the sidewalks requires extra planning and caution when making improvements.

Points of pedestrian/vehicular conflict where crossing the street feels dangerous or is restricted by traffic volume and speed are highlighted in yellow, drawing attention to the Wayne Avenue and Spruce Street corridors. These streets are major thoroughways, heavily traveled by cars accessing Routes 80 and 19. The residential nature of Wayne Avenue and the high concentration of schools and therefore school children along Spruce Street render this traffic pattern especially dangerous.

Those traveling by bicycle lack any infrastructure in the Greater Spruce Street neighborhood. There are no bike lanes in Paterson. The prevalence of buses and jitneys in the study area places cyclists at higher risk, as they are forced to compete for space along the edges of already crowded roadways. There are small, disconnected, multi-use paths in Mary Ellen Kramer Park and West Side Park, but these are not part of a continuous network and are generally undermaintained and underutilized.



Unmaintained sidewalks, sidewalk obstructions, excessive curb cuts, and wide roadways all negatively affect the pedestrian experience.

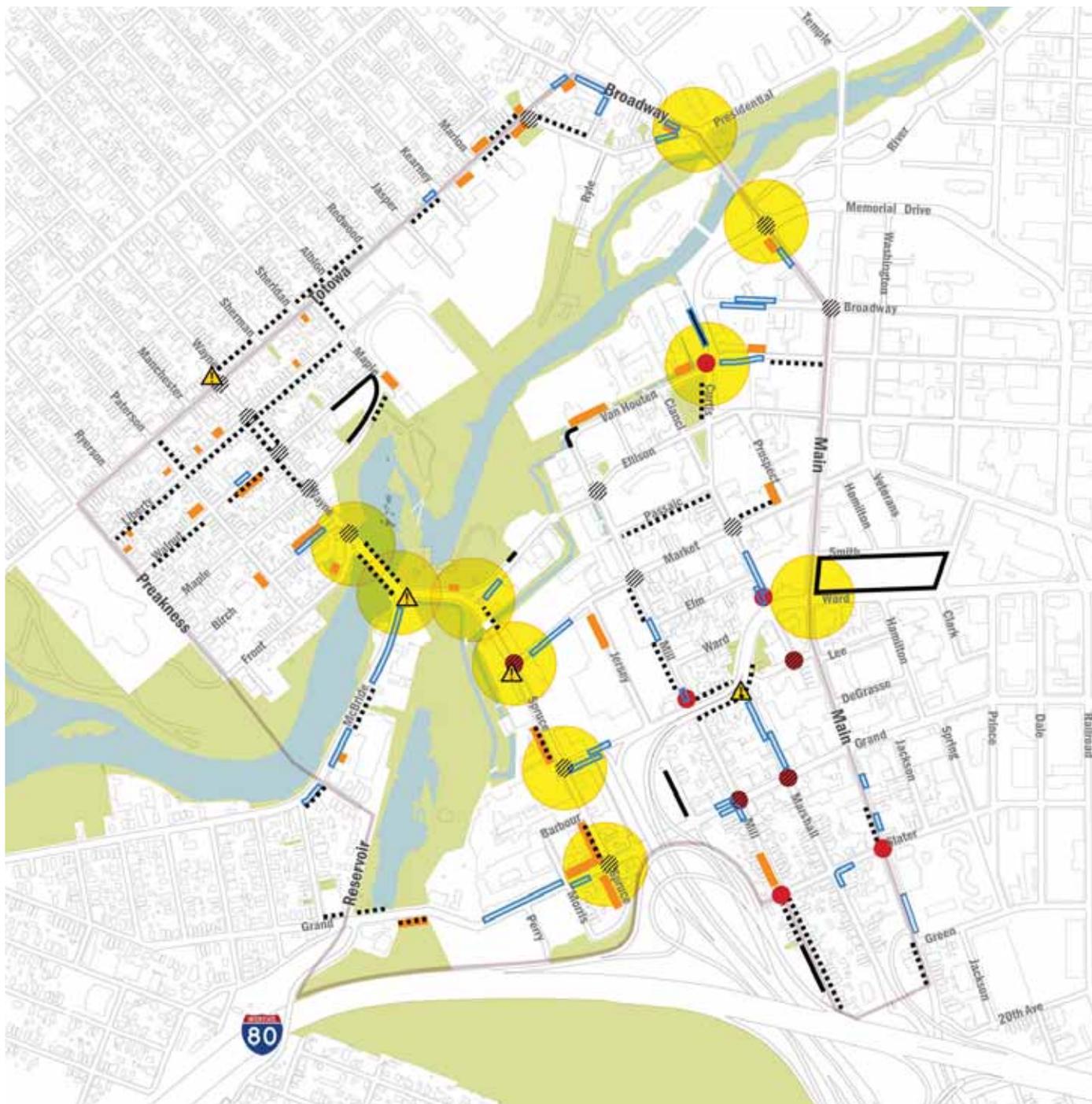


Figure 50. Walkability Map

- No sidewalk**
- Poor sidewalk condition**
- Poor sidewalk maintenance**
- Excessive curb cuts**
- Obstructed path**
- Inadequate crosswalk**
- No wheelchair access**
- High Traffic Volumes/Signal Timing Constrain Walkability**



Quality of Life

Crime and Public Safety

A large number of people have indicated that the number one issue in Paterson and around the Great Falls is crime. This concern is most frequently cited by those not as familiar with the City where the perception of Paterson as unsafe is a common refrain. FBI data indicates that Paterson's rate of violent crime offenses per 100,000 residents was 999 in 2007. For comparison, the national rate is 467, New Jersey's is 329, and nearby Clifton's is 279. Paterson's rate of violent crime is higher than the majority of New Jersey cities including nearby Newark and Elizabeth. Nearby, only Jersey City has a higher rate of violent crime. Unfortunately, the rate of violent crime has also risen by 5% since 2005 due largely to a spike in crime in 2006. Newark and Jersey City have experienced significant decreases in violent crime during the same time frame, while the rate in Elizabeth has increased.

Although data is not available specific to the Greater Spruce Street community, some specific observations can be made. Compared to other neighborhoods, the Greater Spruce Street neighborhood has both less housing and fewer people. This means that except for a large day-time population of students and workers, there are fewer people watching over the streets at night. Commonly referred to as "eyes on the street," more housing and more homeowners often have a positive impact on deterring crime. In the Greater Spruce Street neighborhood, there are a number of hidden and un-monitored spaces where illicit activities can take place. Local residents have clearly indicated that there is too much violence, crime, and drugs within the community. Coupled with broken lighting (there are often no, or broken, lights on the light poles) and the looming presence of the County Prison, the community often feels unsafe regardless of the statistics.¹⁸

But while the violent crime rate is high and public awareness of this fact is elevated as well, Paterson's rate of property crime is lower than all of the nearby cities as well as the national average. This rate has stayed relatively consistent in the City over the past few years. It is likely, however, that property crime is higher in the Greater Spruce Street neighborhood due to the concentration of commercial and non-residential uses. This is common for commercial areas and downtowns across the country where robberies and vandalism are targeted toward stores not within eyesight of housing.

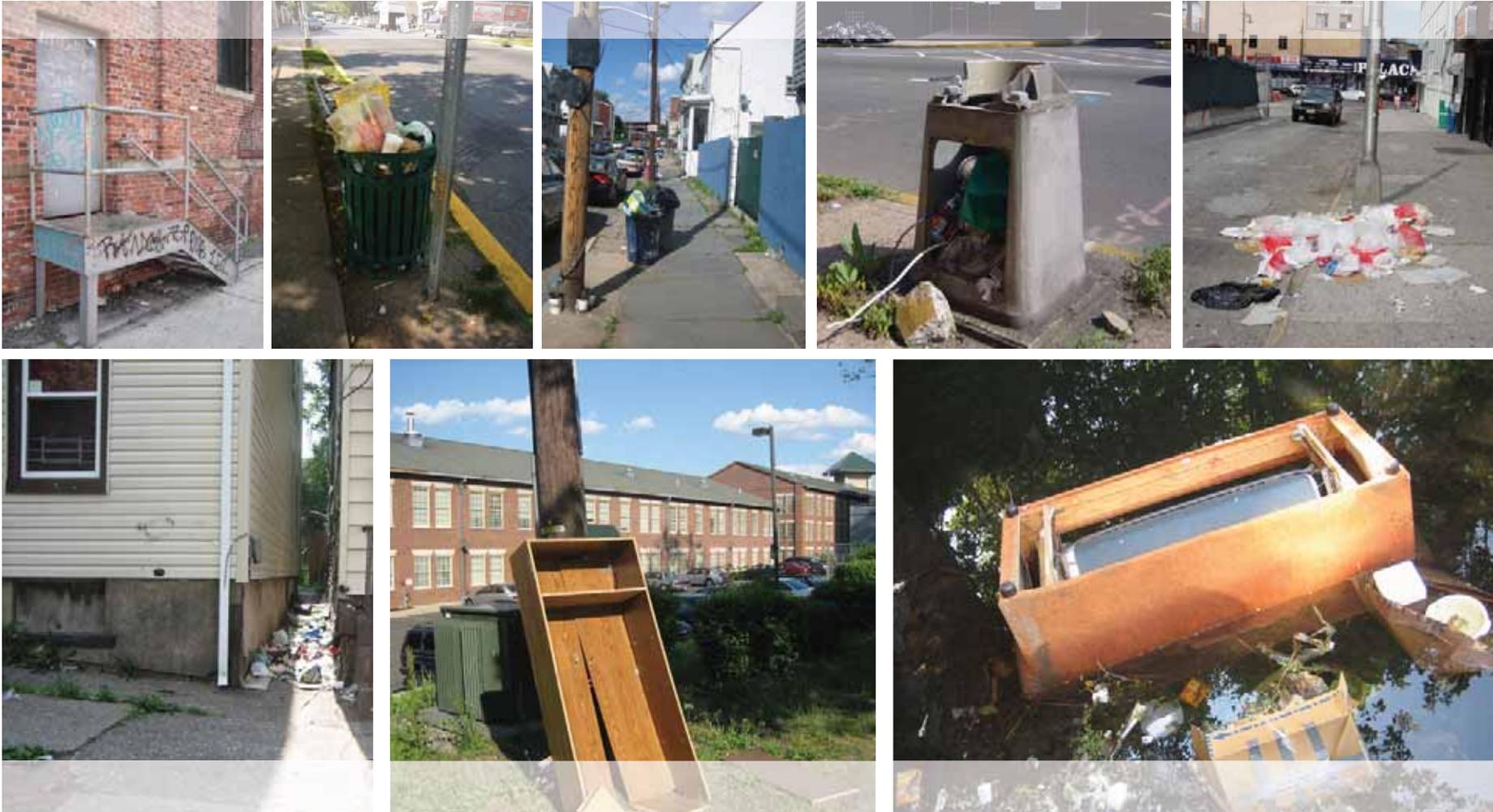
¹⁸ 38% of survey respondents reported feeling unsafe in the area. 48% reported feeling safe, and 14% were indifferent with regard to safety concerns.

Trash and Street Cleaning

“Change the culture of littering. People used to keep it clean and nice. I want people to notice a change and sustain it so that visitors comment on how nice and beautiful Paterson is.”

One the greatest issues impacting the quality of life in the Greater Spruce Street community is the prevalence of smaller crimes including vandalism, graffiti, litter, and illegal dumping. 59% of survey respondents noted that cleanliness in the area is unsatisfactory or worse. There are not enough public trash cans. Where they exist, regular maintenance is a clear issue, so residents get creative with their litter, throwing trash into broken utility poles, the streets, or the raceways. Larger public dumping often occurs in the area because there are few people to monitor what is happening around the clock. Large piles of furniture or car parts can often be found along certain streets, and in the raceways which further diminishes the value of these historic canals. Some dollars are spent to hire private cleaning services, but these are allocated mostly in downtown and often do not cover the areas around the Falls. NJCDC has also organized community clean-ups to help address the issue.

The continuing challenges with dumping and litter indicate three related issues. First, despite calls for more community clean-ups, the community needs organization to truly make them effective and ongoing. It currently takes a lot of effort to organize and get people to participate in a clean-up in the area. Second, with so many new immigrants in the area, many linguistically isolated, it is likely that local rules with regard to household trash collection and recycling are not always followed. Education and outreach are needed to ensure that neighborhood cleanliness is something on the top of everyone's mind. Finally, more lighting and monitoring is needed for those spaces tucked away from nearby buildings where household furniture and other trash sometimes end up and remain.



Top: Graffiti, unemptied trash bins, make-shift trash bins, streetside dumping.
 Bottom: Littered alleyway, illegal dumping in alley and in raceway.

S.U.M.mary: Key Opportunities and Challenges

To truly understand the neighborhood's personality and community vibe, this planning process made talking to local residents and stakeholders a priority. Their feedback and insights provided this effort with a way to make sense of the data and guided the development of solutions that are reflective of the community's needs and ideals.

The Greater Spruce Street neighborhood is, in many ways, a neighborhood of contradictions. What are major challenges in the neighborhood are also opportunities for change and improvement.

1) The neighborhood has a proud history but a negative present.

The first story generally told about the Greater Spruce Street neighborhood is its history and development. But scratch below this immense pride in the City's past, and other issues emerge. One of the overriding themes expressed by participants is the need for better community organization and enhanced pride. Paterson suffers from negative perceptions, which impact how each person views his or her own community. **"We need to shed the defeatist attitude and change the mindset. People often view Paterson as the last place team – the one that can't get out of the cellar."**

Without teaching residents, business owners, and stakeholders to be proud of where they live and to recognize the potential of the neighborhood, this plan will fall victim to indifference. The plan must address the sense of apathy that affects residents - 78% of respondents to the community survey do not belong to a community group. It must communicate and demonstrate that the solutions created during this process can and will help them face their daily issues. **"It's not that people don't care, it's that people get tired. They wake up everyday facing the same problems."** Without involvement, neighborhood residents often lack the information and education they need to more strongly advocate for community-based improvements and other initiatives tailored to meet local needs. "There are lots of great people doing great things, but little communication takes place."

Information is power. Residents shouldn't participate only out of fear of change but rather be engaged as partners in building a better future for the community. 78% of survey respondents said exactly that, indicating they want to help improve the neighborhood today. The opportunity is to maintain the momentum of this work and keep the residents excited for the future.



2) The neighborhood is home to innovation but fearful of change.

Paterson, and in particular the Greater Spruce Street neighborhood, built its economy and the City through innovation, adaptation, and foresight. At the same time, many have noted that there is an intense fear of change in the City – **"people dig in."** City politics and development are often territorial games, and accomplishing anything different can sometimes seem impossible. To revitalize an area like the Greater Spruce Street neighborhood will require risks. But as we were told about Paterson, **"once something is put down, people also begin to see the possibilities."**

3) The neighborhood is "hidden" but ready for the spotlight.

The Greater Spruce Street neighborhood and Paterson as a whole are largely "off the map." Some local youth and City residents have not visited the Great Falls; many people from other cities do not know the Falls exist. The fact that Paterson is "hidden," **"undiscovered,"** and **"gritty,"** however, is part of its charm. The State Park and soon to be National Park will bring a new dynamic. Paterson needs to be more in the spotlight, and the Greater Spruce Street neighborhood would benefit from more dollars, park improvements, and other services to add renewed vitality to the area. But the Greater Spruce Street neighborhood's future as a center for cultural tourism must be mindful of the local culture. Strategies need to address not just the needs of tourists but equally the needs of existing residents. Balance will be key in striking the right tone to preserve the past and retain the neighborhood's vibe and "edge."



4) The neighborhood is home to many children but not to much childhood.

Youth comprise 31% of the neighborhood. The concentration of local public, charter, and other schools brings over 5,400 kids to the neighborhood on weekdays. Kids are a regular sight on the streets, but they are often deprived of opportunities for a safe childhood. There is very little for youth to do after school. There are few spaces to gather, very little recreation space, and the parks that exist are not used because they are difficult to access, in poor condition, or perceived as unsafe. Limited activities for youth only compounds the other social issues that many kids face, from poverty to crime. Teenage pregnancy, dropping out of school, and selling drugs, among others factors, conspire to prevent kids from reaching their potential. The presence of local schools represents a significant opportunity to expand programming, outreach, and activities.

5) The neighborhood is integrated, but race and ethnicity remains a barrier.

The Greater Spruce Street neighborhood is a globally infused neighborhood, a snapshot of the world in 312 acres. But at the same time, the culture and language differences are significant, preventing communication and coordination. Barriers exist within the neighborhood, which is bad for everyone. Most of the time, barriers are formed out of fear of the unknown or simply the inability to understand one another. Cultural appreciation and bridging the divisions between ethnicities is a central challenge to capitalizing on diversity as an economic, social, and physical benefit to all of the neighborhood's residents.



6) The neighborhood's population is transient but in it together.

80% of the neighborhood's households are renting. 51% of residents that filled out the community needs survey indicated they have lived here for less than five years. Over 5,400 kids go to school in the area, many of whom come from outside the neighborhood. Each weekday employees (and jurors), most of whom drive, flood the neighborhood. Greater Spruce Street is thus two neighborhoods, one formed by residents on the evenings and weekends, the other that swells in population the rest of the week. But while the majority of people who occupy the Greater Spruce Street neighborhood **“come and go,”** they all face the same concerns. Safety, traffic, litter, parking, greening, and the quality of local retail represent common ground that needs long-term coordination between disparate groups of people, some of whom must first be convinced that to care is in their best interest.

7) The neighborhood is a walking neighborhood but not walkable.

Many people in the neighborhood do not have cars. Combined with community-serving retail and a concentration of schools, there is constant activity on the sidewalks. While many people either choose to, or have to, walk, the conditions in which they do so are often unsafe and unattractive. Continuous curb cuts, faded or no crosswalks, high traffic volumes, poorly timed traffic lights, and few mechanisms to make cars slow down make pedestrian safety a major issue in the neighborhood. In addition, the lack of street trees, littered sidewalks, and poor signage also make walking an unappealing activity. Although Paterson has the foundation to become a great walking city, much work needs to be done to re-balance streets to encourage more walking and biking.

8) Greater Spruce Street is a neighborhood of community-based institutions but no central meeting place.

Schools, day cares, homeless shelters, and a myriad of social services exist in the Greater Spruce Street neighborhood, drawing local residents and those from throughout the region to the neighborhood. The neighborhood is a center for services and education, but there is no center. There is no “front door” to the Greater Spruce Street neighborhood, no central plaza or meeting place where community residents can gather, meet one another, and learn about community services.

9) The Greater Spruce Street neighborhood is part residential and part downtown but also neither.

The Greater Spruce Street neighborhood encircles the Great Falls, historic mills, portions of residential areas, and an edge of downtown. The neighborhood’s location between downtown and the highway means that it is experiencing downtown problems like traffic without actually being downtown. At the same time, the neighborhood is actually two or three different sub-neighborhoods, separated from one another and lacking enough population to boost demand for local stores, add “eyes on the street,” and infuse downtown with added vitality. Existing housing needs attention and rehabilitation to improve living conditions, but the neighborhood also needs more housing to support the goals of downtown and the Great Falls National Park.

10) The Greater Spruce Street neighborhood was the birthplace of the nation’s industry but lacks jobs today.

Paterson developed because immigrants flocked to the City’s industries that were nestled around the Great Falls. As industries left, so too did many jobs. The mill buildings are immense opportunities for reuse, and many have become new housing. But there is also a great need for productive space both for low-skilled jobs as well as creative industries. This planning effort must identify strategies to better prepare residents for employment, create new low-skilled jobs, and encourage creative industries including the arts to settle in the neighborhood.

11) The neighborhood is filled with unique opportunities, but quality of life remains a concern.

The neighborhood’s historic importance and natural wonders have laid the groundwork for its future. But without addressing the fundamental quality of life concerns identified by residents, business owners, and employees, the revitalization of the Greater Spruce Street neighborhood will be a missed opportunity. Residents applauded some of the neighborhood’s quality of life amenities, indicating that the area is (generally) friendly, quiet, close to shopping, close to school, close to transit, and multi-cultural. On the other hand, residents expressed strong concerns about crime, litter, graffiti, abandoned buildings, lack of parking, lack of trees, and other issues that impact their lives daily. Many indicated that fears of local crime actually prevent residents from being more involved – according to the community needs survey, 65% of residents are afraid to leave their home after dark. The basics of the neighborhood need attention to support the residents and the future of both the Great Falls and downtown.



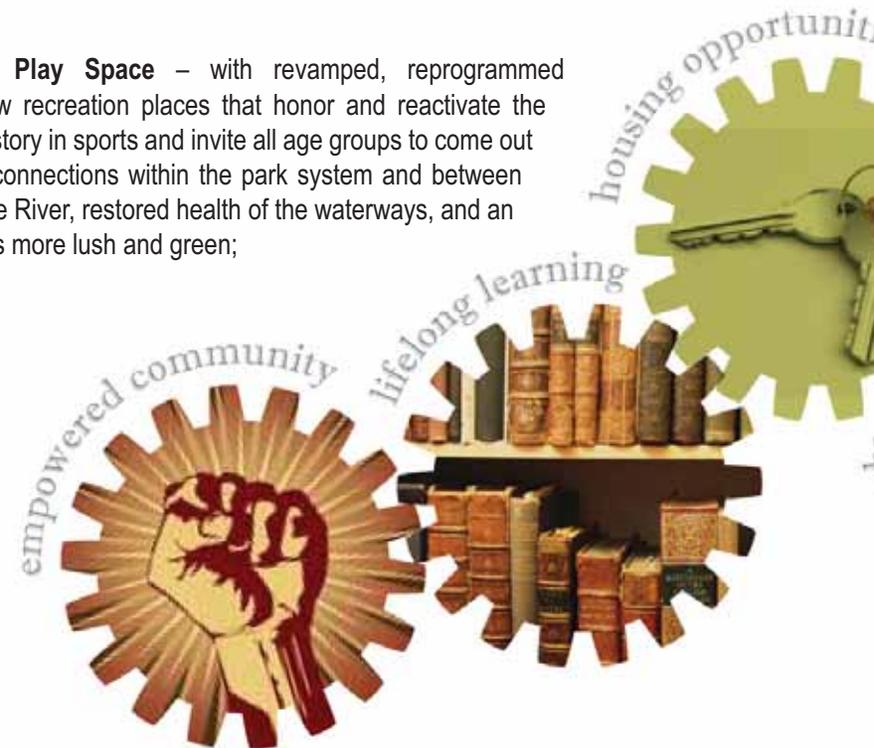
IV Vision

Today, the Greater Spruce Street neighborhood is on the cusp of major change, peering over its majestic Great Falls and into the face of great potential. As the creation of a National Park at the Falls comes closer each day, the neighborhood has seized the opportunity to play an active role in the area's transformation. Before the spotlight once again lands upon this now hidden cultural center, community members have come together to plan for their collective future and ensure that investment in the Park serves as a catalyst for the neighborhood's restored productivity – environmental, economic, and social – such that the change that comes to the area is holistic, meaningful, and self-perpetuating.

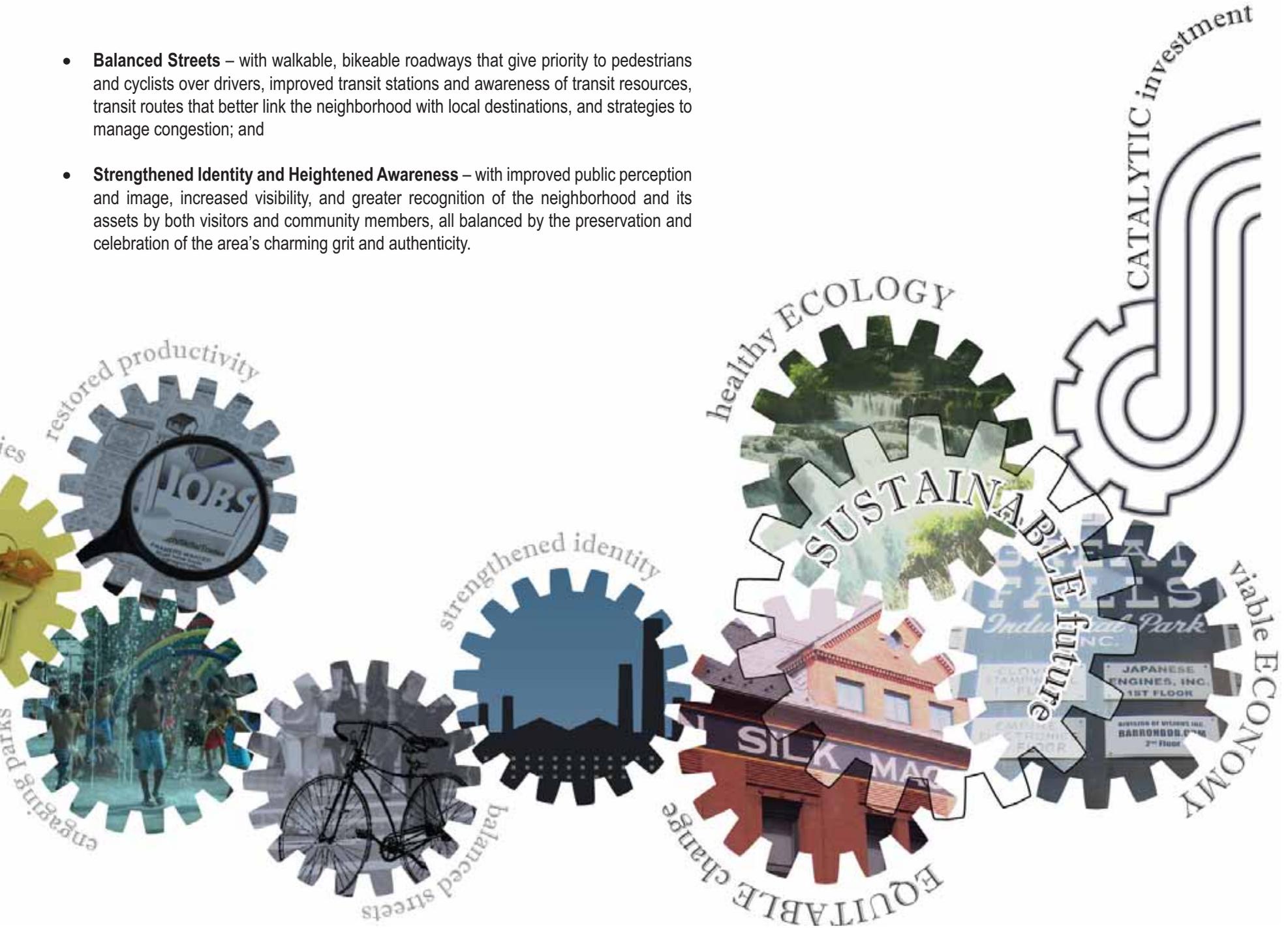
From the inclusive planning process and the community's honest and optimistic public input has emerged a resident-driven vision for the future of the Greater Spruce Street neighborhood, a vision that builds upon the area's rich history, respects and reinforces its eclectic present, and welcomes a robust future fueled by the unique local collection of natural wonder, historic architecture, global communities, regional position, and involved residents, particularly inspired youth.

Environment and industry propelled the growth of the Greater Spruce Street neighborhood – a mighty combination of natural power, human effort, and invention. **The neighborhood now embraces a revitalized – and humanized – future, made productive and sustainable by a commitment to equitable change and investment, an engaging and healthy urban ecology, and a cleaner, greener, viable local economy.** The community's diverse constituency of empowered citizens and stakeholders will work together as part of a finely-tuned, well-oiled team to usher in a new era for the Greater Spruce Street neighborhood, an era *geared* toward:

- **Empowered Community** – with a strong base of organized stakeholders investing their time and resources in the neighborhood to instill a sense of permanence rather than transience, taking full advantage of a host of need-specific services and activities intended to improve their life circumstances, and working in partnership to take ownership of the plan and its implementation;
- **Lifelong Learning** – with people of all ages meeting to expand their horizons, exercise their minds, and stretch their imaginations as they explore a campus of diverse and creative learning experiences;
- **Housing Opportunities** – with a balance of capital investment, financial assistance, technical support, and policy guidelines that facilitate equitable development, rehabilitation, and adaptive reuse for a mixed income neighborhood affordable to a range of renters and homeowners;
- **Restored Productivity** – with economic development taking center stage in the neighborhood's transformation, as the neighborhood's buildings and people are put back to work in viable sectors that fit the area's infrastructure and inspire the local tradition of hard work, entrepreneurship, and innovation;
- **Engaging Parks and Play Space** – with revamped, reprogrammed passive park space, new recreation places that honor and reactivate the neighborhood's proud history in sports and invite all age groups to come out and play, strengthened connections within the park system and between the neighborhood and the River, restored health of the waterways, and an urban environment that is more lush and green;



- **Balanced Streets** – with walkable, bikeable roadways that give priority to pedestrians and cyclists over drivers, improved transit stations and awareness of transit resources, transit routes that better link the neighborhood with local destinations, and strategies to manage congestion; and
- **Strengthened Identity and Heightened Awareness** – with improved public perception and image, increased visibility, and greater recognition of the neighborhood and its assets by both visitors and community members, all balanced by the preservation and celebration of the area’s charming grit and authenticity.



V Recommendations

The community's vision for the Greater Spruce Street neighborhood translates into a series of seven goal areas, each of which encompasses specific objectives that echo the priorities put forth by the neighbors and stakeholders involved in the planning process. A set of tailored recommendations follow each objective, detailing steps that the Greater Spruce Street neighborhood and its leadership should undertake to achieve the community's goals and objectives. Together, these recommendations build upon the strong foundation of concepts and efforts already at work in the area, while also introducing new ideas, to form a comprehensive neighborhood plan – a guide to a revitalized and humanized, productive and sustainable Greater Spruce Street neighborhood, tomorrow and the next day.

Based on neighborhood priorities, urban dynamics, funding streams, and NJCDC initiative, each recommendation has been tagged with a note on phasing and emphasis. Phasing tags indicate whether a recommendation should be pursued in the short, intermediate, or long-term.

> **short-term recommendations** should be targeted for immediate implementation within the coming two years. In some cases, these recommendations are low-cost, programmatic initiatives that will be relatively quick and easy to implement. In other cases, these recommendations are complex, large-scale projects that will take years or even decades to implement but that require ground work up front to set the stage for catalytic projects or later-phase recommendations.

>> **intermediate-term recommendations** are intended for implementation within five to seven years. These recommendations are either secondary priorities, important nonetheless, or recommendations that must wait – for real estate values to rise, commercial demand to grow, partnerships to be established, organizational capacity to expand, or dollars to be raised.

>>> **long-term recommendations** have a 10 or even 20-year horizon. They represent many of the big-picture, big cost ideas. They are important to keep alive in the realm of public discourse to maintain support and commitment for the community's vision and ensure that as smaller-scale decisions are made along the way, they pave the way rather than obstruct the path to implementation.

Emphasis tags highlight a select few development or neighborhood improvement projects.

* **signature development projects** are opportunities for catalytic change through development that will transform the on-the-ground conditions and market realities of the Greater Spruce Street neighborhood. These high-visibility, large scale projects, like the restoration, redesign, and reuse of the Bus Barn and Hinchliffe Stadium, will require coordination between multiple organizations, entities, and interests.

* **signature neighborhood improvement projects** are opportunities for change within the public realm that will reinforce and support key investments and development ideas. These projects range from small scale but visible improvements to long-term public works projects, which have the potential to significantly improve the character and experience of Greater Spruce Street.

Lastly, > **policy** tags denote recommendations that will require a firm stance or an advocacy role moving forward. Policy items may apply internally to decisions made within the neighborhood or by neighborhood organizations, institutions, and individuals or externally, in the case of advocacy positions, to entities larger than or removed from the Greater Spruce Street neighborhood.



I. Empowered Community

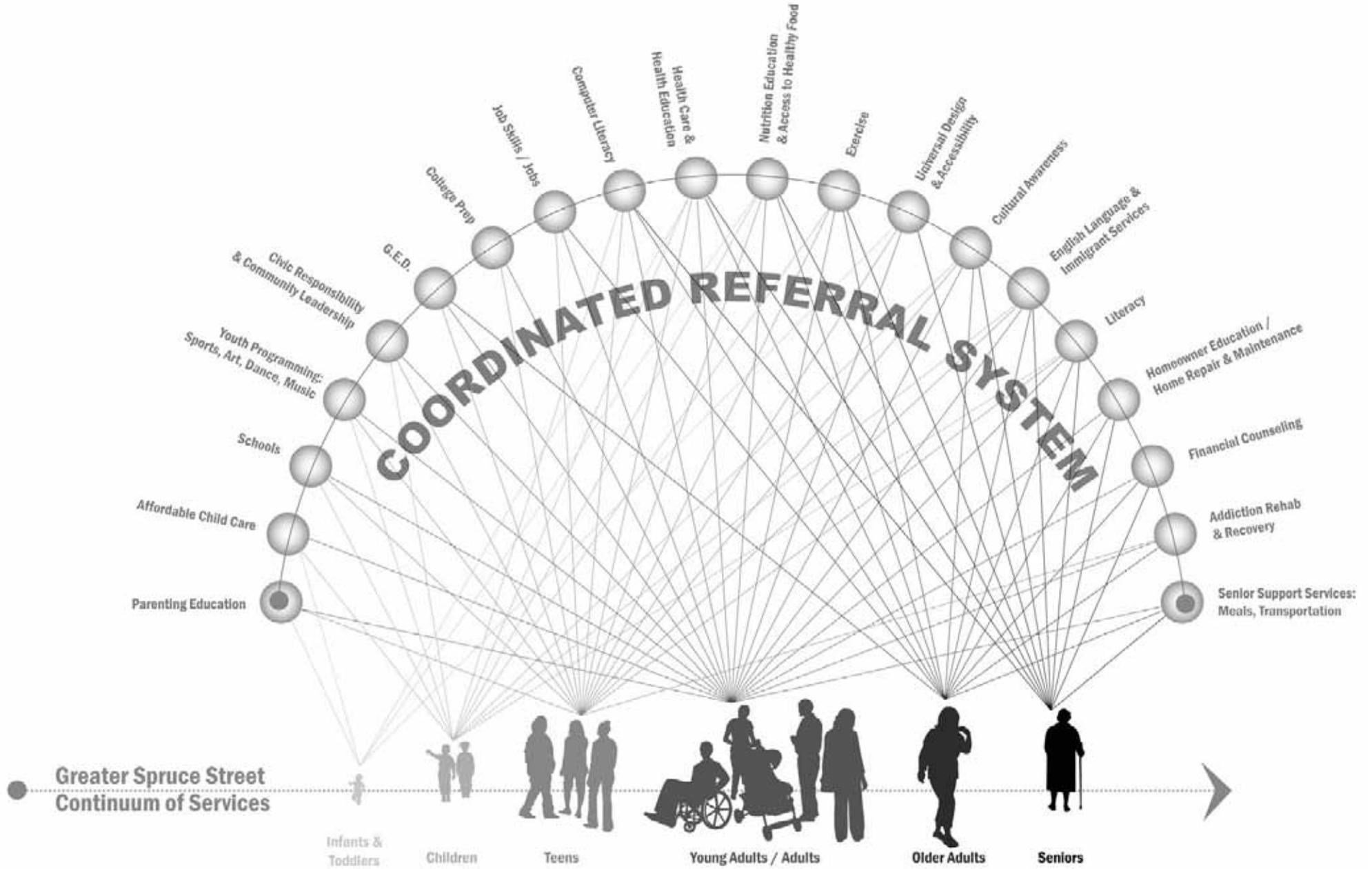
Creating an empowered community is the first goal of the Greater Spruce Street Neighborhood Plan. The objectives encompassed within this goal area recognize that for revitalization to be meaningful and sustained, it must improve residents' lives and opportunities. The recommendations that follow are designed to invest in Greater Spruce Street's most fundamental asset – its people – by providing them with the tools they need to take care of their families, meet their daily needs, and become leaders through civic involvement, heroes through volunteerism.

I.1 Ensure that local services serve the local community

The Greater Spruce Street neighborhood is home to many institutions and service providers. The comprehensive network of social services that these organizations provide draws people in need to Paterson from throughout the region. Great need exists within the neighborhood too, though. These recommendations are about making sure that local residents know about and utilize available resources while also filling gaps in the service network to meet Greater Spruce Street's specific needs.



Youth Corps teens beautifying the community and gaining experience in the process. Source: NJCDC



1.1 Figure 51. Coordinated Referral System

A. Create a Greater Spruce Street social service directory and referral system

> short-term recommendation

Create a multi-lingual summary of locally available programs and services, and distribute the directory to all Greater Spruce Street residents once every six months to ensure that despite the language barriers and transient population in the neighborhood, people remain informed about area resources. Encourage all service providers to keep copies of the directory in their offices for additional distribution. Include information about city-wide resources and service providers located in adjacent Paterson neighborhoods as well.

The directory should function as a tool to initiate better coordination of services in the neighborhood too. The cooperation necessary to compile the directory, alone, should facilitate better communication between providers and develop referral relationships between agencies. To further facilitate referrals, a Greater Spruce Street neighborhood service providers' roundtable should convene quarterly to coordinate outreach and generate client referrals and placements within the neighborhood's continuum services.

B. Advocate for better access to health care education and teen health education

> intermediate-term recommendation

Local service providers offer an impressive array of supportive services, including free primary health and dental care at Eva's Clinic, pre-natal care through Paterson Healthy Mothers Healthy Babies Coalition, and a range of reproductive health services and screenings at Planned Parenthood, just outside of the study area. However, local service providers expressed grave concerns about two health-related issues specific to Paterson's population, both of which could be effectively mitigated by better health care education and better health education:

- 1) **Residents lack awareness about the free health care available locally**, and thus rely on costly and time-consuming trips to the emergency room. Include a description about the services available at Eva's Primary Care and Dental Clinics in the Greater Spruce Street service directory (see Recommendation 1.1A.) along with a note about when to visit a clinic versus the ER. To improve and expand the health care services provided through Eva's Clinic, partner with St. Joseph's Hospital to explore options for tele-medicine initiatives, which would help accommodate greater patient volume.
- 2) **The City has elevated rates of teen pregnancy and HIV.** Though religion and tradition render reproductive health issues and sex education contentious, the harsh realities of teen pregnancy and sexually transmitted disease in the lives of Greater Spruce Street's youth population warrant confronting the problems directly. The service provider community should advocate for a comprehensive sex education curriculum for local teens – to be offered either in the schools or in the context of life-skills after-school programs. The curriculum should address reproductive health topics like safe sex and birth control as well as mental health, addiction, and nutrition. The course should also link teens with information about the reproductive health resources and counseling available though “hidden” at times.

C. Expand and promote services for single moms

> intermediate-term recommendation

More than one third (34%) of neighborhood households with children under the age of 18 are headed by single parents, and of these households, 81% are headed by single mothers. Local service providers and residents alike share a common concern for the neighborhood's young, single mothers – many of them still children themselves, struggling to raise their families and balance their own needs with those of their kids. Without financial or emotional support and lacking someone to share the time commitment that parenthood necessitates, the challenges these young mothers face become overwhelming. These women and their children represent the future of the neighborhood; they require and deserve support, advice, and nurturing.

Currently, several area service providers, including Oasis and Paterson Healthy Mothers, Healthy Babies, offer parenting classes and supportive services for single mothers. The following are two possible program elements, both volunteer-based, that should be considered for incorporation into existing programs.

- **Mentor Moms** – Recruit “retired” mothers or grandmothers (women whose children and grandchildren have grown up) from both within the neighborhood and elsewhere in the region to mentor Greater Spruce Street’s young mothers, provide guidance, and lend an ear or a hand in times of need.
- **Partner Moms** – Ease the burden of finding affordable childcare that accommodates work or continuing education schedules by matching busy single mothers with different schedule constraints together so that they can take turns watching the children so that the other may work, run errands, or take a deep breath.

D. Evaluate the service gaps for the immigrant community

> short-term recommendation

With foreign born residents comprising 45% of the neighborhood’s population in 2000, the services available and tailored to the immigrant community should also be evaluated. Language barriers, fear, and pride, which hinder undocumented immigrant families from knowing about or making full use of supportive services, should be addressed by a trusted community-based organization, fluent in the values and traditions of different immigrant groups. Needs likely extend beyond language learning and service accessibility to legal services, education, healthcare, jobs, and labor benefits.

Reach out to clergy and community leadership at the area’s churches and the Islamic mosque, as these religious institutions serve as anchors for many immigrant communities. Religious leadership can help spread the word to their congregants about locally available social services while also serving as eyes and ears to observe and hear where additional gaps may be in the continuum of immigrant services.

precedent:

starting off on the right foot

The AVANCE Parent-Child Education Program expands the curriculum of the typical parenting class that teaches new parents how to play with or discipline their children. In addition to child-rearing strategies, AVANCE classes teach English as a second language, literacy skills, and offer GED prep courses (with concurrent child care services) to predominantly poor Latino families in underserved communities.

Operating in housing projects, community centers and schools, AVANCE chapters serve communities throughout Texas and Los Angeles. The pioneering program has served as a model for parent education programs across the nation, including A Different Start, in Yonkers, New York.

www.avance.org

E. Improve access to fresh fruits and vegetables

> short-term recommendation

The last gap in the service network that should be addressed is the perceived lack of access to affordable and high quality fresh produce. Paterson's 75-year old Farmers Market is well-established, recently renovated, and in operation daily on East Railway Avenue just north of Crooks Avenue and about 1.5 miles from the study area. While many residents know about the Paterson Farmers Market, they feel that it is far away and difficult to get to; few are aware that the FREE Paterson Trolley provides access from downtown Paterson to the Market.¹⁹

To improve local access to fresh fruits and vegetables, community organizers should strive to not only increase public awareness about the Trolley service to the Farmers Market but also advocate to increase the frequency of the Trolley trips to and from the market (also see Recommendation 6.3A). A second strategy is to bring fresh fruits and vegetables closer to the neighborhood once per week by establishing a weekend satellite operation of the Farmers Market in the Greater Spruce Street neighborhood. This option makes sense for several reasons:

- Before the Paterson Farmers Market moved to East Railway Avenue, it was located at River Street and Broadway on what is now a vacant lot.
- These lots are positioned across from S.U.M. Island, which in this plan is proposed for reclamation, re-greening, gardening, and environmental/horticultural education (see Recommendation 5.4A) if and when the now privately-held site becomes available for reuse.
- Once the Great Falls National Park is completed, the Park will draw thousands of visitors to the area, particularly on weekends, introducing potential customers to the area.



Two ways of bringing access to fresh produce - a satellite operation on the former chicken shack and increasing the frequency of the free Paterson Trolley to the Paterson Farmers Market.

1.2 Continue to expand youth activities

Community leaders, educators, parents, and guardians recognize that youth represent the future of the Greater Spruce Street neighborhood, especially since they comprise almost one out of every three residents. Indeed, a common concern about the community's youth unites neighbors. If Greater Spruce Street wants to nurture children, adolescents, and teens who will grow up not only to live productive and fulfilling lives but also remain in the neighborhood as adults contributing constructively to the area, the neighborhood must offer kids safe places where they can play, learn, create, work, and explore. In concert with recommendations for improving youth recreational opportunities (see Objective 5.3) and bringing new youth-oriented businesses to the community (see Objective 4.8), these recommendations are about creating opportunities for kids to be kids.

A. Improve awareness of existing youth-oriented programs and facilities

> short-term recommendation

The Greater Spruce Street neighborhood need not start from scratch with regard to youth programming. Local schools and service providers offer a range of after-school activities, and the City runs a recreation program in the summer time, but otherwise youth-oriented programs and facilities are limited. The perceived dearth of options for kids to be kids is compounded by the lack of awareness reported by residents about youth programs as well as by the costs of participation in existing programs.

Youth programs for children of all ages (day care through high school) should be highlighted in a special section of the local service directory (see Recommendation 1.1A). This comprehensive listing should be distributed to parents at school open house nights as well as to kids on the first day of school. Because flyers are frequently disregarded or lost in the shuffle, representatives from the existing youth programs should also be invited into school classrooms, parenting class classrooms (see Recommendation 1.1C), and adult night school classrooms (see Recommendation 1.1D) to recruit participants.



B. Form a Youth Squad

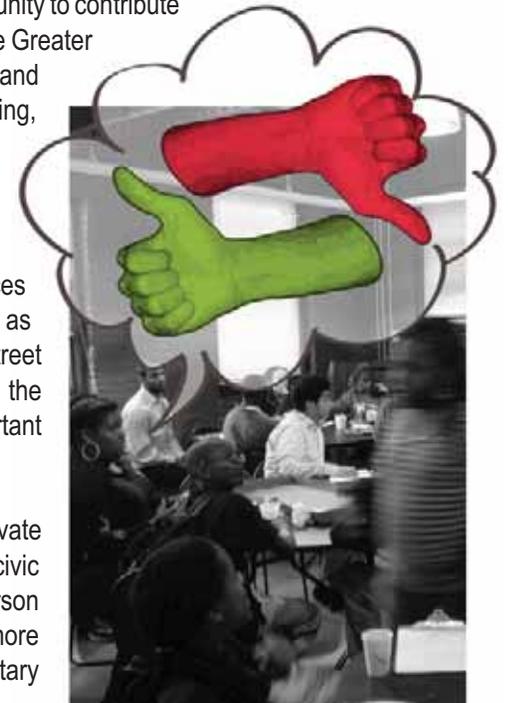
> short-term recommendation

YouthBuild teens as well as those active in NJCDC's teen center took part in several of the planning discussions held during this process, contributing their opinions about Greater Spruce Street's future candidly and passionately. These teens welcomed the voice that they were given in the planning process; they have big ideas, and they want to help make these ideas reality. They are ideal advocates for Greater Spruce Street's youth agenda.

Creating a neighborhood Youth Squad is a natural next step and will help to effect positive change not only in the neighborhood but in the lives of local youth. The Youth Squad, overseen by an NJCDC staff member or that of a partner organization, should comprise a group of 10 to 15 teens that will provide guidance on future development, planning, and neighborhood issues, including youth programming. Involved youth should be representative of the community, attending different schools and involved in different programs throughout the neighborhood.

These youth will have an opportunity to contribute constructively to the future of the Greater Spruce Street neighborhood and will benefit from leadership training, professional development, exposure to civic responsibility, and the opportunity to meet new mentors and contacts who might provide valuable references for future endeavors. Just as important, the Greater Spruce Street neighborhood will benefit from the presence of another important perspective at the table.

A Leadership Academy, or private school focused on inspiring civic engagement and training Paterson youth for public service is a more formal alternative or complementary program to the Youth Squad.



Give teens a voice in change via a Youth Squad.

C. Explore community partnerships to develop creative and performing arts programs

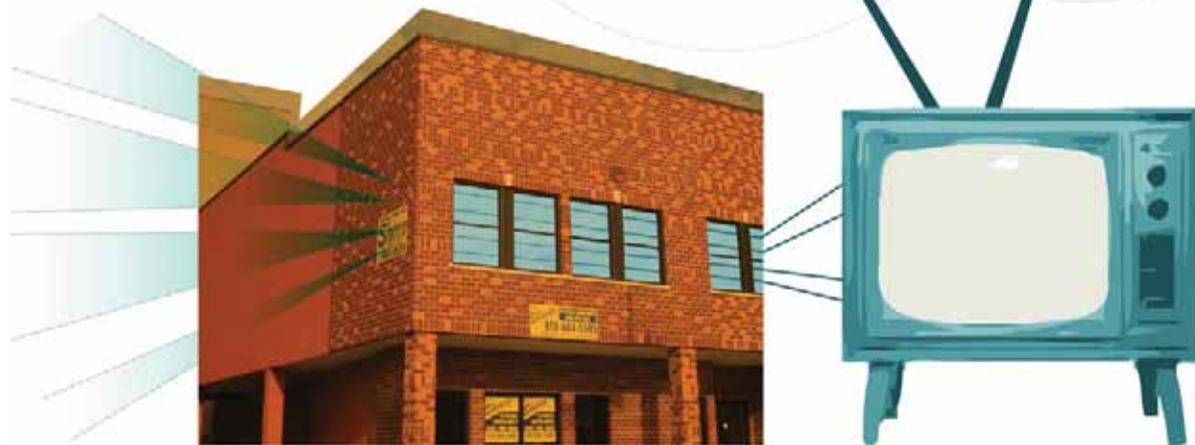
> short-term recommendation

The Dornoch Ellison project currently under construction on Ellison Street between Main and Curtis Streets will house, among other uses, a public access television studio operated by Cablevision. The studio will offer on-site telecommunications training to residents in all aspects of filming and production, including video taping, lighting, and editing. A teen-produced television program should be encouraged, offering local youth a very public voice and an opportunity to communicate with each other about topics of relevance to them.

An additional creative outlet for Greater Spruce Street's youth and teens might include art classes in studio spaces reclaimed from among Main Street's underutilized spaces. In the public meetings hosted during the planning process, local artists and local teens noted an interest in creative studio space and community art classes, suggesting that perhaps members of the local art scene should serve as partners in this endeavor.

For teens more interested in writing and traditional forms of journalism rather than film and digital media or fine arts, a Paterson newsletter published by local youth should be considered. The newsletter would keep residents informed about recent developments and events and would be a good way to keep the flow of information open once the planning process comes to an end and plan implementation begins.

Abilities honed in any of these creative programs have the potential to become marketable skills for interested youth. Conversations already underway with the Pittsburgh's Manchester Craftsmen's Guild²⁰ should continue as implementation of this recommendation moves forward so that Greater Spruce Street's community can benefit from a similar creative learning incubator taking root in Paterson.



The Dornoch Ellison project can serve as a creative outlet for teens.

precedent: open mic

Hip Hop Speaks in Philadelphia is one example of an innovative youth media program that offers teens a vehicle to voice their opinions, create, and communicate using the media forms consumed by their peers, much like a Paterson teen television program would. Hip Hop Speaks challenges students after school, in school, and through its summer hip-hop media arts institute to examine evidence from cultural sources with which students are fluent – hip hop music, film and music videos, television, and advertising – and to use that knowledge to create new and exciting media of their own.

<http://hiphopspeaks.org>

D. A way to get around – launch a Paterson Trolley or local bus “Teen Loop” service route

>> Intermediate-term recommendation

Once the youth and teens of Greater Spruce Street have places to play, places to shop and hang out, places to create, and of course the already established places to learn, the missing link becomes a way of getting to and from – safely and easily. The area’s youth advocates – among them NJCDC, the Youth Squad, the Paterson Education Fund, local school teachers and administrators, and parents – should lobby the Paterson Parking Authority for a new Paterson Trolley line, or Teen Loop service route. The Teen Loop should bring kids from school to area parks, libraries, recreation centers, and other youth-oriented destinations.

Marketing of the Teen Loop will be important to ensure that ridership is high enough to justify the service. The marketing strategy should be two-pronged to assure parents of the route’s safety while also encouraging teens to make use of this fun, youth-only service, designed and tailored just to them. The trolley line should take a cue from the jitney, playing music that appeals to younger demographics. Lastly, marketing of the Teen Loop should increase awareness not only of the Loop itself but of the programs and services to which it provides access.



Shooting pool at the NJCDC Teen Center. Source: NJCDC



A teen loop - helping teens get where they need to go.

1.3 Make Greater Spruce Street a safer, friendlier neighborhood

Fostering an empowered community in the Greater Spruce Street neighborhood goes beyond creating opportunities for residents, and youth in particular, to reach their full potential. An empowered community is one that assumes ownership of its streets and sidewalks and pride in its public arena. At present though, fear and perception about crime and violence keep people indoors, threatening unity, morale, and hope for the future. These recommendations are about creating a safe and stable public environment defined less by violence and criminal activity and more by respect for the neighbors and the neighborhood.

A. Increase the presence of bike and pedestrian police officers

> short-term recommendation

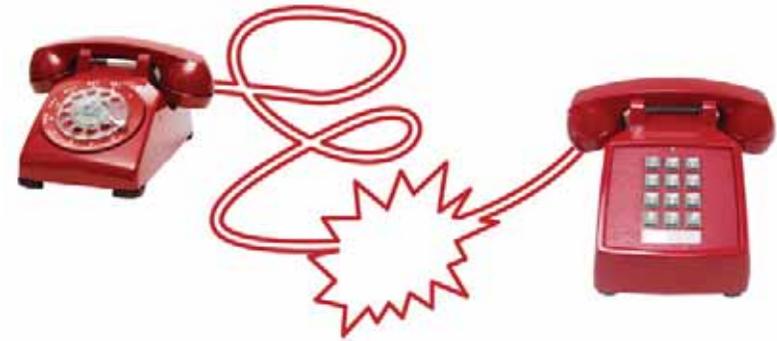
NJCDC and its partner organizations should lobby the Paterson Police Department for increased bicycle and pedestrian police patrol in the Greater Spruce Street neighborhood. The neighborhood is dense, its streets congested, resulting in an environment conducive to walking if more people, particularly the area's large student body, felt safe and comfortable doing so.

While people passing through the area rely heavily on the car, those who live and work in the neighborhood often walk and ride the bus or jitney. It follows, then, that to improve public safety and the perception of public safety in the Greater Spruce Street neighborhood, policing should be tailored to the spaces that the public inhabits and the speeds at which members of the public move. This calls for an increased presence of pedestrian and bicycle cops within the community. The benefits of pedestrian and bicycle patrols are many:

- Officers are more approachable on foot or bicycle than in patrol cars;
- They enjoy enhanced mobility, as they are not restricted to the roadways or hemmed in by congestion; and
- Swapping a car for a bike or a pair of boots translates to a lesser burden on the roadways and local parking resources as well as to less air pollution.

Bicycle cops, in particular, offer additional benefits:

- They can move at faster speed than those patrolling on foot; and
- Their presence will raise awareness of bicyclists and the challenges and dangers that cyclists in the area face.



B. Advocate for the development of an effective communication and coordination strategy for local police and National Park Rangers

>> intermediate-term recommendation

The creation of a National Park at the Great Falls will introduce a host of related investments, services, and support functions to the Greater Spruce Street neighborhood. Additional security infrastructure and personnel is one such service that has great potential to help improve the neighborhood. National Park Service Park Rangers perform a “variety of duties in managing parks, historical sites, and recreational areas;” among these duties are “enforcement of laws and regulations, investigation of violations, complaints, trespass/encroachment, and accidents, and search and rescue.”²¹ Even when parks close, patrols remain on duty, adding eyes to otherwise dark streets and creating a safer environment for passersby while protecting designated sites and landscapes.

However, the addition of new security personnel also complicates the existing policing playing field. National Park Service Rangers are distinct from the local police force and charged with protecting National Parklands, alone. Jurisdictional issues will necessitate clear protocol for police and ranger response, and coordination will be necessary to ensure that the two agencies and their police forces work as a team to ensure a safe and protected public realm.

21

See: www.nps.gov/personnel/rangers.htm

C. Install emergency 911 hotline phones in strategic locations

>> intermediate-term recommendation

Many college campuses have exterior emergency telephones strategically placed to help students call for and receive help as needed and thus feel safer walking home alone at night. Some urban parks have them as well. With the cluster of schools in the Greater Spruce Street neighborhood and the community's interest in transforming these schools into true community assets that remain open and active into the evening coupled with collective concerns about personal safety, particularly after dark, NJCDC and its partners should work with the City to consider raising funds to purchase and install 911 hotline phone boxes in key locations.

The phone boxes should be deployed along dark corridors that are largely uninhabited at night but that serve as connections between neighborhood schools, institutions, and service providers that offer evening classes and programming. Spruce Street, Mill Street, Main, Totowa, and Grand Street near the new International High School should be considered first for public 911 phones, but the community should reach out to the Paterson Police Department to gather information on high-incident blocks and intersections before making final decisions. Emergency telephone boxes should also be integrated into the design of the National Park, both within and at the edge of the Park's boundaries. All emergency telephone boxes should be affixed to poles with special blue lights for nighttime visibility.



D. Improve nighttime lighting along major roads, near institutions, and in parks

>> intermediate-term recommendation

Enhanced pedestrian-scale lighting will also help improve public safety throughout the Greater Spruce Street neighborhood. The neighborhood has benefited from some recent investment in lighting. Along Main Street, there are new historic street lights; these fixtures, while attractive, stand at roughly the height of the cobra utility street lights that typically light streets for the automobile. Pedestrian-scale street lights do exist in parts of the study area, hugging the edge of Great Falls Park along Ellison and Van Houten Streets, surrounding Lou Costello Park, and reaching toward Main Street and Downtown Paterson. Additional pedestrian lights have recently been installed behind the Community Charter School of Paterson.

All of the remaining streets, however, are lit by cobra utility poles, which light the streets, not the sidewalks and detract from the appearance of the streetscape. NJCDC and its partners should work with the City to raise funds to improve pedestrian lighting between institutional anchors, throughout parks, along the raceways, and along major streets. Spruce and Grand should be earmarked for the first phases of new lighting installation as educational facilities along these corridors will offer evening classes. The pedestrian-scale fixtures can either be affixed to existing utility poles in the neighborhood or installed in the sidewalks independently. To help link the neighborhood's identity with that of the Great Falls, lighting fixtures should be consistent within the new National Park and throughout the surrounding neighborhood context. With the budding local interest in the green energy sector (building upon Paterson's history of renewable energy at Great Falls), the community should consider solar-powered street lights.

LED (Light Emitting Diode) lights should also be installed along the undersides of the Routes 19 and 80 on and off ramps to provide better connection between the new International High School and adjacent neighborhood streets in anticipation of night classes and community events to be held there, at the full-service community school.

New lighting and emergency call boxes.

E. Encourage the formation of resident safety associations

> short-term recommendation



Organize a comprehensive community policing strategy in the Greater Spruce Street neighborhood that includes a Town Watch, a Block Captain Communication Network, and a Walk Home Escort Program. Given the high level of community interest around safety and crime concerns, NJCDC and its partners should hold a special community meeting focused solely on increasing public safety and preventing crime. At the meeting, explain the three resident safety association approaches described below, rally support among all residents, recruit one or two volunteers to spearhead the local safety initiative, and enlist many more to participate in the effort.

- **Town Watch** – comprising resident volunteers committed to patrolling local streets, corners, and pathways. Before hitting the streets, making their presence known, and building resistance to criminal activity, community volunteers should connect with an important partner, the Paterson Police Department.

Invite a representative from the Police Department, preferably from a local beat, to come to the public safety community meeting to talk about how to set up a safe and well-organized Town Watch. This might include: identifying target streets, corners, or areas for the Town Watch to canvas, postering to let community members know that Greater Spruce Street is on the look-out, making t-shirts or vests that identify official Town Watch walkers, and scheduling ongoing, regular meetings with the Police Department for progress reports and processing.

- **Block Captain Communication Network** – composed of volunteers willing to serve as liaisons between block residents, other block captains, and the Police Department. Block captains should be on call to receive complaints and reports of suspicious and/or illegal activity from residents, notify other block captains such that they can pass along news of the security concern to their neighbors, and relay the information to the Police Department or other City Departments for action.

- **Walk Home Escort Program** – to help neighborhood residents walk home safely from evening meetings, classes, or other functions. Pairs of volunteer escorts should be on call after dark and accessible via a publicized dispatch number. Residents who do not feel comfortable walking home alone should be encouraged to make use of this volunteer service – and return the favor by volunteering to act as a Walk Home Escort once a month or so.



Figure 52. Improvements under Route 80 create a stronger gateway to the community.



2. Lifelong Learning

Fostering a community of lifelong learning for Greater Spruce Street residents served by full-service community schools is the second goal of the Neighborhood Plan. Inspired by Spruce Street's concentration of educational facilities, this goal area envisions an urban campus concept. The objectives encompassed within this goal area thus reinforce the central role that education plays within the neighborhood today and seeks to extend the positive reach of local schools throughout the community, both physically through capital improvements and linkages between facilities and programmatically by recognizing the inner-student that exists within all of us.



*Playing outside NJCDC's Paterson Family Center
Source: NJCDC*

2.1 Support the improvement of existing educational facilities as full-service community schools, and leverage education-based revitalization efforts for the benefit of the whole community

The Community Charter School of Paterson and the new International High School represent significant investments in the Greater Spruce Street neighborhood. These cutting-edge, modern facilities have opened their doors to students from across the City of Paterson. Given the current economic climate, the lack of available credit, and ubiquitous governmental budget cuts, the pending reinvestment in neighborhood Schools #2, #3, and #5 remains in question. The need for such reinvestment, however, does not. The following recommendation provides ideas for maximizing the use of existing school infrastructure for the community's long-term benefit.

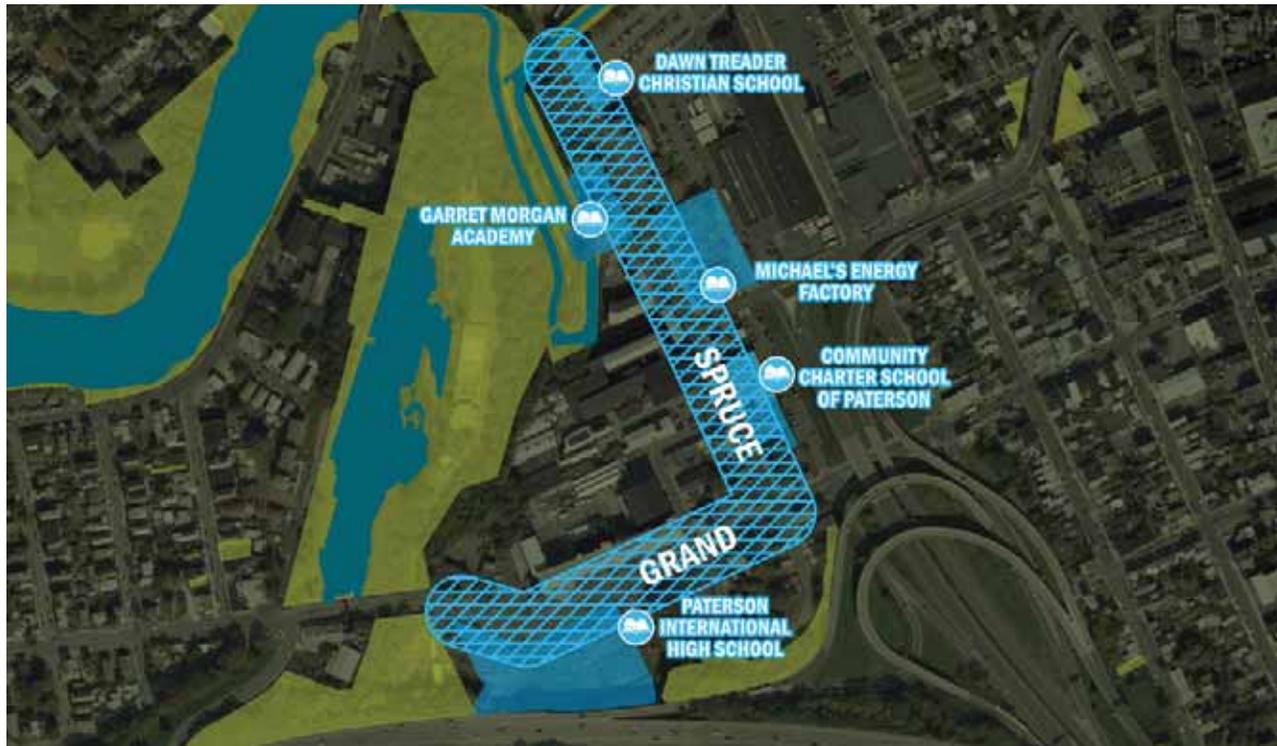


Figure 53. Greater Spruce Street's Urban Campus

A. Encourage local schools to become “mixed use,” full-service community schools

> short-term recommendation

Given budget cuts and the uncertainty of future investments in local school infrastructure, the Greater Spruce Street neighborhood must maximize the classroom space that it already has. In partnership with the Board of Education, NJCDC and its coalition of neighborhood stakeholders should encourage the formal creation of Paterson’s first mixed use, full-service community school at the new International High School. Mixed use schools, modeled after the “Beacon Centers” pioneered in the 1990s by the Harlem Children’s Zone²² in New York City, are public schools by day, community centers by night – mixed use spaces open to all members of the public where anyone can come to learn, expand their horizons, and realize their potential.

Much good thinking has already occurred along these lines in Paterson. A white paper entitled “Better Schools for Our Communities: Creating Public Benefits through Public-Private Initiatives and Mixed Use School Development Projects” by Alan Mallach, FAICP was published in September 2008. The paper was commissioned by Paterson Habitat for Humanity on behalf of the Housing & Community Development Network of New Jersey and the Paterson Alliance, with the participation of the Paterson Education Fund, the New Jersey Community Development Corporation and the New Jersey Institute of Technology, Center for Architecture and Building Science Research. The document explains the benefits and challenges of developing mixed use school projects through public-private partnerships, outlines the steps necessary to overcome anticipated barriers, and should be used both as an advocacy piece and as a guide and reference during implementation.

Paterson’s first full-service community school should open early, close late, and add new programs to serve the entire community. Designed with an auditorium and gym that have separate entrances for community use, the new International High School was intended to serve as an asset to the Greater Spruce Street neighborhood and Paterson as a whole. However, the vision of the new High School as a true center for the community should be pushed beyond alternative uses for the gym and auditorium to include classroom space for G.E.D. and English as a Second Language (ESL) classes, college preparatory classes, events programming, as well as new educational and social programming (as described under Objective 2.2). If other schools in the area opt to hop on board and adopt a similar approach, even better.

NJCDC’s AmeriCorps members should be assigned to each school interested in becoming a full-service community school, charged with program development and implementation for the new initiative.



precedent:

whatever it takes

The Harlem Children’s Zone, a community-based organization in Harlem, was the first agency in New York City to create a “Beacon Center” out of a public school that “used to shut its door at the end of the school day.” Beacon Centers are community centers that offer a range of free services and activities on nights, weekends, and throughout the summer to members of the public of all ages. With the mantra, “whatever it takes” to help children succeed, the Harlem Children’s Zone and its Beacon Centers have become national models for holistic neighborhood revitalization, providing “safe, enriching place[s]” in which community members can grow and providing the education, tools, and supportive services to help them do so.

www.hcz.org

Keep full-service community school buildings open late and open to all members of the public after regular school hours.

2.1²² For more on the Harlem Children’s Zone Project, see: www.hcz.org/programs/the-hcz-project. For more on Beacon Community Centers, see: www.hcz.org/programs/beacon-community-centers.

2.2 Establish new (non-traditional) education programs and facilities targeted to serve a diverse population and to develop specialized workforce skills

Once there is more classroom space within the Greater Spruce Street neighborhood's urban campus and that classroom space is made accessible to more people, the challenge falls to the community to make the most of that space – and that means keeping kids in school longer (during the school day and over the course of their academic careers) as well as welcoming new students of all ages back to school. The following recommendations outline potential programs designed to usher the larger community through the front doors, past the lockers, and into the learning spaces of Greater Spruce Street.

A. Improve bilingual/multi-lingual education

> short-term recommendation

Paterson is a global city, known in the great cities of other hemispheres for its concentrations of particular immigrant groups. English is a second language at the vast majority (76%) of households in the Greater Spruce Street neighborhood. In today's global economy, it is important to recognize the immeasurable value of being bilingual or multi-lingual. Indeed, though immigrant families often face struggles – imposed by language barriers, cultural differences, legal issues, and discrimination, among other forces – above and beyond those faced by families of similar means, they also find themselves one step ahead on the path to our more cosmopolitan future.

The languages learned and spoken at home in the Greater Spruce Street neighborhood should be recognized as a local advantage for school children and be integrated as a part of the classroom experience, building important linguistic and cultural skills for immigrant and non-immigrant children in the neighborhood. Local kids should be afforded the opportunity to take their spoken Spanish or Bengali, etc. to the next level, learning to read, write, formally converse, and participate in cultural heritage customs, such that they enter the workforce of tomorrow best prepared to communicate as citizens of the world.

Similarly, adults who enroll in ESL classes whose native-language literacy may be below adult-level, should be encouraged to pursue their non-English writing and reading skills as well.



Crossing ethnic and language boundaries starts in the classroom.

B. Create a parent-child learning partnership program

>> **intermediate-term recommendation**

Building upon its organizational interest and success in the realm of improving and expanding opportunities for education in the Greater Spruce Street neighborhood, NJCDC should consider developing a program that encourages and supports increased educational attainment for people of all ages within the community. A parent-child after-school homework program based out of a proposed full-service community school, the new Community Charter School of Paterson, and/or Garrett Morgan Academy should be devised and piloted. All parents or guardians, those with high school or college educations and *especially* those without, should be encouraged to take part, embracing an active role in their children's educations and assisting with homework assignments everyday.

Parents who demand that their kids stay in school but who did not themselves complete high school should have the opportunity to go back to school, leading by example, and offering their children the chance to enter a learning partnership in which the parent and child hold each other accountable. For parents in this situation, the schools should offer an after-school G.E.D. program in conjunction with the homework program, where parents can work toward a degree while building confidence in their abilities such that they can better help with homework in the future.

The new International High school, designed to exist with doors open to the community, should also be considered as a partner in this endeavor.



precedent: all together now

Students Run Philly Style is an after-school marathon training program for at-risk public school students in Philadelphia. Students, many of whom are overweight or at-risk for obesity and none of whom are involved in athletics prior to joining the program, meet to run each day after school and one day on weekends with a faculty member, running coach, interested parents, and adult volunteers. Though not all parents opt to run with the kids, all parents are notified if their child's attendance or performance in school and after school slips; likewise, all parents turn out to cheer at races. **Students Run** has much to teach as a model program for inviting parental involvement in students' lives while also providing parents with an opportunity to improve their own lives through health and exercise.

www.upenn.edu/ccp

precedent: town gown

The **Barbara and Edward Netter Center for Community Partnerships** at the University of Pennsylvania constitutes an exceptional model for town-gown relationships. The center provides an extensive array of volunteer service programs utilizing the resources of the academic institution for the improvement of neighboring communities through academic tutoring, urban nutrition projects, adult technical skills training, after school programs, building computer labs, etc.

www.upenn.edu/ccp

C. Develop a night school curriculum for working adults and welcome adults Back to School

>> intermediate-term recommendation

Local residents need access to programs that help them develop skills that will open doors to employment and continuing education opportunities. Oasis and the Father English Community Center currently offer some such classes locally, teaching ESL, computer classes, and G.E.D. certificate courses, during the day and in the evenings. However, there is substantial interest within the community to formalize a night school program for working adults.

More traditional academic classes should cover G.E.D., ESL, college/SAT prep, and computer skills. Classes in life skills should also be considered, covering nutrition, cooking and exercise; sexual education; parenting; money management, banking, and financial literacy; home improvements and property maintenance; and permit coaching for building renovations. To function, the night school will require space and staffing:

- **Space** – The new International High School presents an opportunity to host classroom-oriented night school courses. Designed to remain open to neighborhood residents of all ages after school hours, evening classes that invite adults Back to School would help the new school fulfill its mission. Once a starting curriculum is in place, community leaders should approach administrators at the International High School with the idea of a night school in Greater Spruce Street. Alternatively, the night school could operate initially out of NJCDC's building at 32 Spruce Street, making use of the classroom infrastructure at Garrett Morgan Academy. See Recommendation 2.2D for ideas for ideas about non-classroom-based night school courses.
- **Staffing** – Recruit teaching volunteers from within the neighborhood and among Passaic County Community College faculty, local service providers, lending institutions, and City agencies. Pay teens to provide free babysitting during class meeting times so that young parents can attend classes, learn, and socialize.

D. Establish a trade or tech school for continuing education and workforce development

>>> long-term recommendation

Not all skills can (or should) be taught in a traditional classroom setting. NJCDC and its partners should spearhead an initiative to establish a trade or tech school for continuing education and workforce development. Classes should target three specific groups within the community – teens at-risk of dropping out of high school because traditional academics and the possibility of college are not the right fit; young adults – high school graduates or not – who are not pursuing college and/or have been unable to find fulfilling work; and adults seeking to expand their skill set, find a new job, or enter or return to the labor force.

The trade school will have space requirements distinct from a traditional classroom setting and is thus not an ideal shared use for an existing school. Location of the new learning center within the Greater Spruce Street urban campus, however, is desirable. However, depending on the range of trades taught at the school, the school should also establish relationships with hands-on learning outposts within the community including:

- Saint Joseph's Hospital, Eva's Village Primary Care Clinic, area day cares, or other local providers for those in medical and social service-oriented programs;
- St. Joseph's Medical Center, the Spanish Transportation Company, or other area employers for those in administrative, mechanical, or other technical programs;
- The proposed environmental education nature center on S.U.M. Island for horticulture and landscape jobs, should ownership change hands and opportunity arise to redevelop the island (see Recommendation 5.4A);
- The proposed culinary arts center (see Recommendation 4.4B); and
- The proposed green industry incubator (see Recommendation 4.5G), for those acquiring green building skills.

Training program partnerships should also be considered with Passaic County Community College, particularly for specific health care professions and green building jobs, as both enjoy potential for growth in the area, but often require degrees of higher education.

E. Expand the YouthBuild program beyond housing to address additional community needs

> short-term recommendation

NJCDC's Great Falls YouthBuild program is an incredible asset – for the 35 young Patersonians who participate in the program each year, for the Paterson Housing Authority and Paterson Habitat for Humanity, which exchange technical skills for labor, for the families who ultimately inhabit the homes built through the program, and for the City at large. With the construction of the playground at the Community Charter School of Paterson in Summer 2008, YouthBuilders proved the transferability of their skills, and the program proved that its potential to engage in non-housing related projects is great – certainly worth exploring.

The Great Falls YouthBuild program should be expanded beyond housing to address additional community needs and offer training in a wider set of marketable skills to participants. The expanded program should consider taking partial responsibility for implementing the following sizable, but exciting and important tasks:

- **Urban landscaping and land maintenance** – YouthBuild could play a key role in the landscaping and maintenance of the proposed environmental park and education center (see Recommendation 5.4A) on S.U.M. Island, if and when the opportunity for redevelopment of the privately-held Island arises. Such greening skills could also apply toward public park maintenance, street tree care, and the stabilization (cleaning and greening) of vacant or underutilized land (see Recommendation 5.3C) in partnership with City Green.
- **Weatherization of neighborhood homes and businesses** – as energy costs rise and green becomes cool, weatherizing is an ever more important and popular option. YouthBuild participants could hone their construction skills in greener, more efficient building methods and retrofitting techniques, lending a hand to low income homeowners, renters, or small business owners to help reduce heating bills and conserve resources. City Green is a potential partner in this initiative as well.
- **Historic preservation and restoration** – YouthBuild participants could also assist in restoration projects within some of Paterson's dilapidated historic structures in partnership with the Paterson Historic Preservation Commission.
- **YouthBuild "Handyman" Program** – YouthBuild participants could also be of service to the Greater Spruce Street community through a Handyman (and Handywoman) Program in which YouthBuilders are available to assist elderly and disabled Patersonians with their home repair needs.

precedent: take it to the next level

The Challenge Program, based in Wilmington, Delaware, is a construction apprenticeship and craftsmanship program for at-risk or out-of-school youth. The program encompasses a range of hands-on learning experiences, workforce skills development, and team-building projects, including wooden boat building (paddle boats and sail boats), housing renovation and construction (classic and modern), historic restoration, and window renovation. All projects undertaken emphasize green design and building.

www.challengeprogram.org



YouthBuilders on site. Source: NJCDC

2.3 Make public realm improvements and establish programs to ensure safe and convenient access to education facilities

Although making sure that the culture of going to school – and staying in school – takes root in the Greater Spruce Street neighborhood is a top priority, so too is making sure that students of all ages and mobility can get to and from school safely. The envisioned urban campus concept calls for prioritized public realm projects, streetscape improvements, and traffic management methods to better link the neighborhood’s educational facilities with each other and with the surrounding neighborhood fabric. The following recommendations are about creating a safe, beautiful, and interesting environment for getting to and from school.

A. Establish a Safe Routes to School Program in Paterson to improve walkability, calm traffic, and encourage walking to school

> short-term recommendation

Safe Routes to School (SRTS) is a federal, state, and local effort to enable and encourage children, including those with disabilities, to walk and bicycle to school – and to make walking and bicycling to school safe and appealing, even fun. Funds are made available for infrastructure, or capital, improvements that facilitate safe pedestrian and bicycle trips to school, such as sidewalks, crosswalks, and traffic calming techniques, as well as for non-infrastructure, or program, investments that include education and outreach about walking to school, traffic enforcement, and other staffing needs.²³



Parent escorts or chaperones are a major component of Safe Routes to School programs. Parents, who take turns walking groups of children to school and patrolling the streets surrounding school grounds, at once make the environment and travel experience safer for children, prevent truancy, and get to know other involved parents. Program benefits also include regular physical activity for both children and parents and reduced traffic and pollution surrounding neighborhood schools.

In the Greater Spruce Street neighborhood, a Safe Routes to School Program should include the following program (non-infrastructure) initiatives:

- Education and outreach in the form of community organizing and brochures that promote the program and participation by local parents. Outreach should champion the added benefit of truancy prevention achieved by parental patrolling of streets in the morning hours.
- Two festive “walk your kids to school” events during the year that promote the program and encourage parents to talk with one another. One event should occur at the start of the school year to help establish new habits.
- Additional crossing guards at each school at the start and end of each school day.



Take back the streets and make it safe (and fun) to walk to school.

²³ National Center for Safe Routes to School, <http://saferoutesinfo.org/index.cfm>. State of New Jersey Department of Transportation – Community Programs, www.state.nj.us/transportation/community/arts.

While all public schools in the study area are eligible and deserving of Safe Routes to School-funded capital improvements, such improvements should first focus the creating a safer urban campus along Spruce and Grand Streets – slowing traffic along these busy corridors and making them more walkable. The recommendations detailed under Objective 6.2 in the Balanced Streets goal area offer ideas for slowing Spruce Street and easing pedestrian movement across Spruce and Grand, including:

- A raised crosswalk on Spruce Street mid-block between Market and Oliver, linking Garrett Morgan Academy and the Paterson Family Center at NJCDC with the Paterson Museum;
- A timed pedestrian crossing at Spruce and Oliver accompanied by a crosswalk;
- An improved crosswalk and re-programmed wait timing to afford pedestrians more frequent opportunities to cross at Spruce and Market;
- Improved crosswalks at Spruce and Grand;
- Crosswalks that reach across Grand Street in front of the International High School's main entrance and parking lot access points and between the school and Upper Raceway Park;
- Raised curb heights with accessible ramps at all intersections and improved sidewalks in keeping with those recently completed in front of the International High School to help tie the urban campus together visually; and
- Vertical streetscape elements such as street trees, planters, bollards, pedestrian scale lighting, and Safe Routes to School signage.

Opportunities to make the walking environment colorful, fun, and engaging for students should also be explored as part of the Routes to School program. Murals, signage placed down low for little kids' eyes, mosaic pavers, impressions in the sidewalk, and other small hidden treasures would make walking to school less drudgery and more magical for Greater Spruce Street's student body.

B. Use the Paterson Trolley to provide transportation to and from educational facilities after regular school hours

>> Intermediate-term recommendation

Much like the Teen Loop proposed in Recommendation 1.2D, a Night Owl trolley loop should run after hours to facilitate attendance and safe travel to and from evening classes, libraries, and other community events. Recommendation 6.3A offers further details about expanding the routes and service hours of Paterson's [FREE!] Trolley.

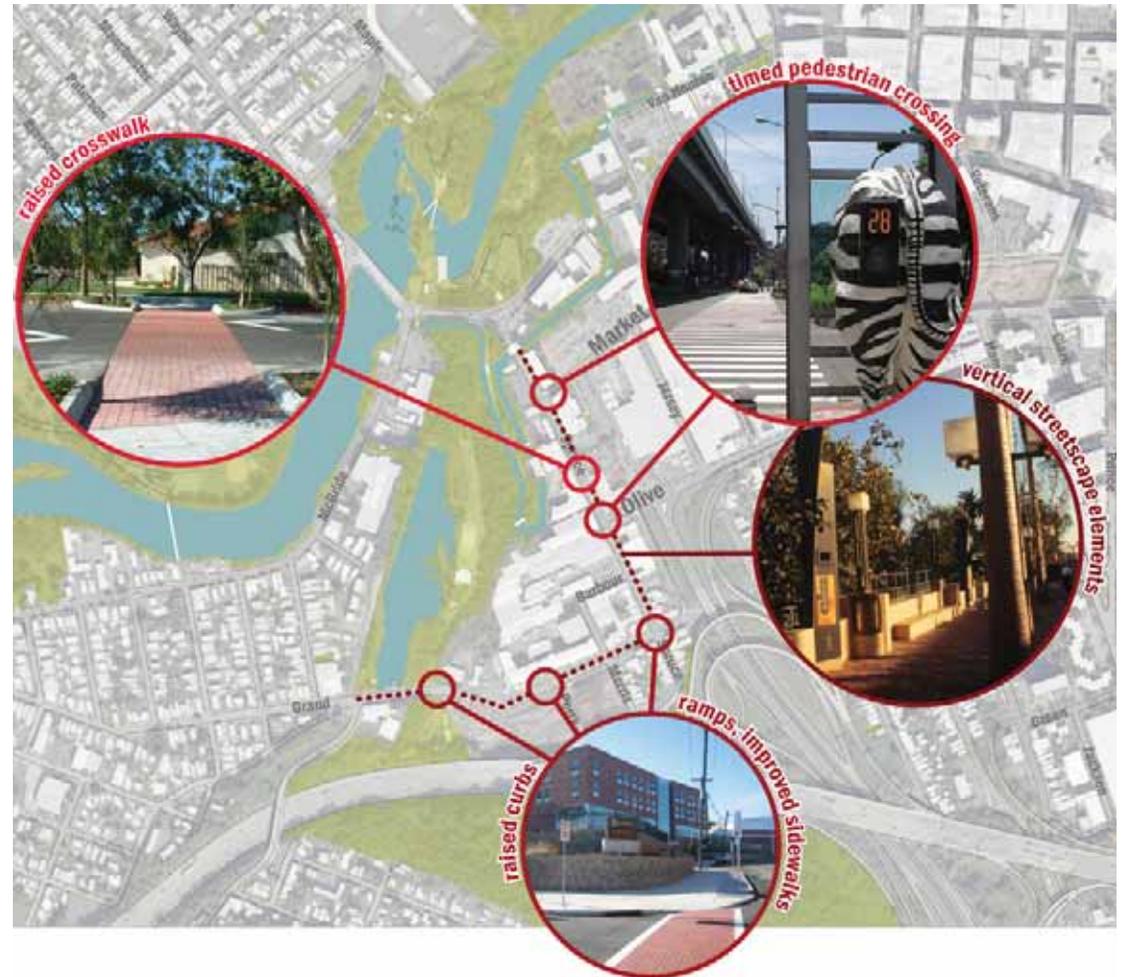


Figure 54. Streetscape improvements for enhanced walkability in Greater Spruce Street's urban campus.

3. Housing Opportunities

Creating desirable housing opportunities and choices for households of all sizes, incomes, and special needs is the third goal of the Neighborhood Plan. While much discussion and focus has historically been given to Greater Spruce Street's historic structures, the adjacent residential blocks of traditional single and multi-family housing are equally important to recognize as building blocks for the community.

The objectives encompassed within this goal area aim to grow the community equitably by balancing market rate and affordable housing development, provide services and information to local residents to improve the local housing stock, stem the tide of foreclosure, and target key underutilized sites for new housing development.



3.1 Set clear expectations for equitable growth

In Greater Spruce Street, there are opportunities to expand market-rate housing with the right encouragement and investment, but there is also a need to continue to provide safe and affordable housing for local families. The following policies and recommendations are intended to set the tone and expectations for new development with an end goal of creating a true mixed-income community in the heart of Paterson.

A. Preserve existing homeowners and target eligible renters

> policy

Focus on increasing the neighborhood's homeownership rate by more than half to achieve a homeownership rate of 50% within the next 10 years. Protect and preserve existing homeowners and prioritize affordable homeownership opportunities in new construction and rehabilitation projects.

To decrease neighborhood transience and afford a sense of continuity as the neighborhood experiences coming change, support existing homeowners and target eligible renters in the neighborhood as potential buyers for new affordable homeownership opportunities in Greater Spruce Street. Help first-time buyers build equity by providing homeownership counseling and credit repair courses or developing and teaching a financial literacy curriculum as described in Recommendation 3.2A.

B. Mix market-rate development with affordable housing to build a mixed-income community

> policy

Building market rate housing in an emerging market is a key ingredient to revitalization. Access to affordable housing opportunities by lower income families is equally important. For large-scale projects of 50 units or more, the neighborhood should work with the City to require mixed-income development that blends market-rate units with 10% of units set aside as affordable for renters or buyers earning equal to or less than 80% of Area Median Income (AMI).

This requirement reflects half of the 20% affordable mandate called for by the State's Council of Affordable Housing (COAH), which encourages density bonuses for additional affordable housing development. The other half (remaining 10%) of the COAH requirement should target middle-income households. The neighborhood should work with interested developers to deliver homeownership products around the Great Falls redevelopment area for moderate- or middle-income buyers. These projects should target families making between 80% and 120% of AMI.

As a statement of policy, the affordable components of all mixed income projects must be equal in size, design, and amenities to the market-rate units and seamlessly integrated in the project.

C. Draft a Community Benefits Agreement

> policy

Draft a Community Benefits Agreement (CBA) for use in negotiating with developers of large-scale residential market-rate projects near the Great Falls (50 residential units or more). A CBA is “a legally enforceable contract signed by community groups and by a developer, setting forth a range of community benefits that the developer agrees to provide as part of a development project” in exchange for the community’s support of the proposed project.²⁴ Require developers of all large-scale projects to enter into a community benefits agreement to help fund one of the initiatives identified in this Neighborhood Plan.

Reflecting community values and priorities, Greater Spruce Street’s Community Benefits Agreement should address the following:

- An affordable housing minimum as described above.
- An open space maintenance criteria. Active and attractive open space is an amenity for existing as well as new residents. Creating and maintaining recreation facilities and public art would also be valuable amenities as a part of this criteria.
- A neighborhood security criteria. The CBA should identify ways to enable developers to assist in local policing and crime prevention activities including new lighting or security cameras.
- A job creation and local hiring criteria. The CBA should stipulate a goal that best efforts will be made to hire local workers and pay a living wage.

D. Integrate New Computers as Basic Housing Infrastructure for All New Affordable Units

> policy

Integrate new computers as a standard component of all new affordable housing units constructed and rehabilitated in Greater Spruce Street. Many funders and grant resources look favorably upon this strategy, which couples homeownership with digital inclusion. As a result, building affordable ownership units wired and equipped with a state-of-the-art computer has become common practice in the region and around the country. NJCDC’s Birch Arms housing development on Birch Street, which provides housing and supportive services to formerly homeless people with mental illness, is one such project.

Providing at-home computer infrastructure must be coupled with programming. Just as homeownership training is required for new homeowners prior to occupation of their new homes, a basic technology skills course is necessary to ensure that the computers are maintained and put to good use. Integrate computer skills classes into the proposed night school and adult education programs discussed in Objective 2.2 for low- and middle-income homebuyers purchasing a new unit with built-in computer technology.



Computers provided at NJCDC’s Birch Arms housing development help residents get plugged in and online.



²⁴ Gross, Julian, with Greg LeRoy and Madeline Janis-Aparicio. Community Benefits Agreements - Making Development Projects Accountable, 2005, pg. 9. See: www.goodjobsfirst.org/pdf/cba2005final.pdf

3.2 Expand existing housing services

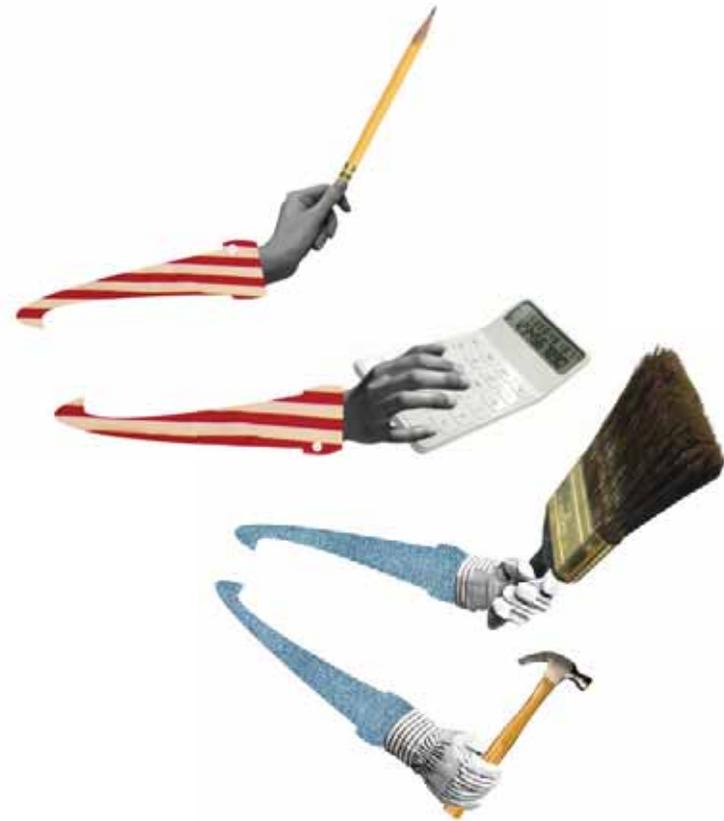
Greater Spruce Street comprises an extremely high proportion of renters. While many of these renters are invested in the area, others are transient. At the same time, housing conditions are often a concern for owners and renters alike, and the growing threat of foreclosure frequently results in delayed property maintenance. This recommendation is targeted toward increasing the number of homeowners in the community, improving the overall property conditions, and providing assistance to those living in substandard housing

A. Create a Greater Spruce Street Housing Alliance and Resource Center

> short-term recommendation

Given the range of housing issues impacting Greater Spruce Street, a coordinating entity should be formed as a one-stop shop to assist owners and renters in improving their properties and investing in the neighborhood. The Housing Alliance and Resource Center should wield a range of tools to improve local housing conditions and should be managed by representatives from the neighborhood's knowledgeable housing advocates such as NJCDC, Eva's Village, Paterson Habitat for Humanity, and the Paterson Housing Authority. The Resource Center itself is envisioned as a physical location where programs can be provided to residents. Specifically, the Housing Alliance and Resource Center should:

- Teach financial literacy courses and homeownership counseling, both of which are offered in Paterson but mostly dedicated to new homebuyers. These classes should be opened more widely to existing property owners.
- Enhance education and awareness surrounding predatory lending, which often leads to deterioration in the housing stock. This includes reaching out to those that are at risk of losing their homes and helping them to access programs that assist in debt consolidation or financial assistance.
- Administer façade grants that address non-structural issues such as painting, brick re-pointing, cornice repair, and awnings.
- Provide basic system repair assistance to shore up plumbing and other systems before they become an economic drain on the home.
- Offer permit coaching to assist owners in navigating the City's system for code compliance.
- Link property owners to a list of pre-approved local contractors that are familiar with the typical issues facing homes in the community.
- Organize free home improvement and repair workshops targeted to address the specific home maintenance issues faced by home owners living in the neighborhood including roof repair, façade improvements, energy efficiency, and weatherization.
- Seek grants to assist homeowners in removing their vinyl siding – “neighborhood revinylization” – and repairing and restoring the original façade materials and design.



Let's restore some of what Paterson's homes have lost.

B. Address nuisance properties

> short-term recommendation

A set of strategies should be developed to tackle the issue of nuisance or vacant structures that are pulling down property values and negatively impacting the health and safety of local residents. The Greater Spruce Street Housing Alliance should identify nuisance or deteriorating properties and reach out to property owners to uncover the story behind the current condition of the building.

While some property owners want to maintain their home but cannot, others do not even try. The onus will be on the Housing Alliance to determine whether assistance or the following tactics should be used to address nuisance properties in the community.

- Call for frequent code enforcement sweeps from the City.
- Encourage and assist tenants in reporting poor housing conditions to the City's Code Enforcement Department and County and State agencies. Many tenants are not aware of their rights under fair housing statutes. NJCDC should be a strong advocate for improved rental housing in the community.
- Act as an advocate and connection to City agencies until the properties have been safely taken down.

C. Provide tenant/landlord relations facilitation services for resolving disputes

> short-term recommendation

80% of neighborhood households are renter households whose concerns are often not heard. A tenants association, as an "action team" to implement this plan or as a part of an existing civic association, should be formed to develop an informed and unified voice. When necessary, the Housing Alliance should be prepared to serve as a liaison between this tenants association and landlords to resolve disputes or to put added pressure on non-compliant landlords with respect to safety violations and living standards.

D. Promote professional property management services for small scale landlords to access as part of an Economic Development program

>> intermediate-term recommendation

Many landlords own only a few properties and do not have adequate resources to manage them effectively. Tenant screening, accounting, and maintenance functions may be outsourced to a new neighborhood business created to meet the demand for professional management services of small landlords who do not have the scale to provide these services themselves. A business plan will determine the scale necessary to support a new business program.

E. Address the rising tide of foreclosure and create additional affordable and supportive housing

> short-term recommendation

Paterson suffers from the second highest foreclosure rate in the State of New Jersey, and as the economic climate worsens, the City and local housing advocates are bracing themselves for a new wave of foreclosures. Foreclosure is a major issue for the City, its neighborhoods, and its residents alike, but the U.S. Department of Housing and Urban Development (HUD)'s Neighborhood Stabilization Program (NSP) has earmarked flexible dollars for communities plagued by foreclosure with the intent of transforming a growing problem into new opportunities for affordable and supportive housing.

The earmarked NSP dollars can be used for acquisition of properties in foreclosure, demolition, and reconstruction of affordable and supportive housing. In anticipation of such financial resources, the housing advocates at work in the Greater Spruce Street neighborhood must prepare for and position themselves to step in and help strategically reclaim and stabilize the foreclosed housing stock, creating housing opportunities for the community's low-income, disabled, or otherwise special needs populations.

Also consider creating a revolving fund for the acquisition and rehabilitation of historic structures for housing or mixed uses.

F. Improve housing services for the growing immigrant/foreign born population

> short-term recommendation

Increases in the immigrant and foreign-born population have been a significant source of population growth in Paterson. However, these populations, for whom English may not be the first language, are frequently marginalized and underserved in terms of services. To better support Paterson's growing immigrant population, materials on housing services and programs should be translated into appropriate languages, lending institutions should add bi-lingual staff and develop appropriate banking products, and informational sessions on various topics (the home buying process, rental rights, opening up savings/checking accounts, building credit, etc.) should be conducted.

3.3 Design and develop to offer more housing choices in Greater Spruce Street

These recommendations address the need to expand the range of local housing options as well as add new housing to the neighborhood. New housing and new residents will help to build demand for the commercial services existing residents desire and will replace vacant and underutilized uses with active ones.

A. Design for multi-generational households and large families > policy

New housing will need to address a range of family sizes and living arrangements. The typical nuclear family of a mom, dad, and two kids is now a national minority. What we have instead is a rise in smaller households, which typically choose to live in urban environments as well as large families that extend across generations. For this reason, new housing will need to include a wide range of sizes to accommodate a diverse market. This includes studio and one-bedroom flats in addition to four- and five-bedroom homes with potential accessory living spaces (sometimes called granny flats) for elderly family members.

B. Build to meet Transit Village standards > policy

The State's Transit Village program targets areas within a ½ mile distance of existing train and bus stations (see Figure 55) and is intended to promote walking, biking, and public transit to reduce congestion. Much of this neighborhood meets this requirement, yet the overall character is one dominated by cars and parking lots. The following policies should be considered for new housing built in Greater Spruce Street:

- Reduce the parking requirements for new construction and adaptive reuse (see Recommendation 6.4B); and
- Encourage developers to include New Jersey Transit passes as a part of sales costs and rental rates. The intent is to promote Greater Spruce Street as walkable and accessible by transit, thus encouraging new residents to use public transit where possible.

In addition, the City and key players like NJCDC should conduct all public meetings with translation services to break down the separation between these culturally isolated populations. Cities like Boston and Seattle, with very large immigrant and non-English speaking populations, are very experienced at conducting meetings in multiple languages.

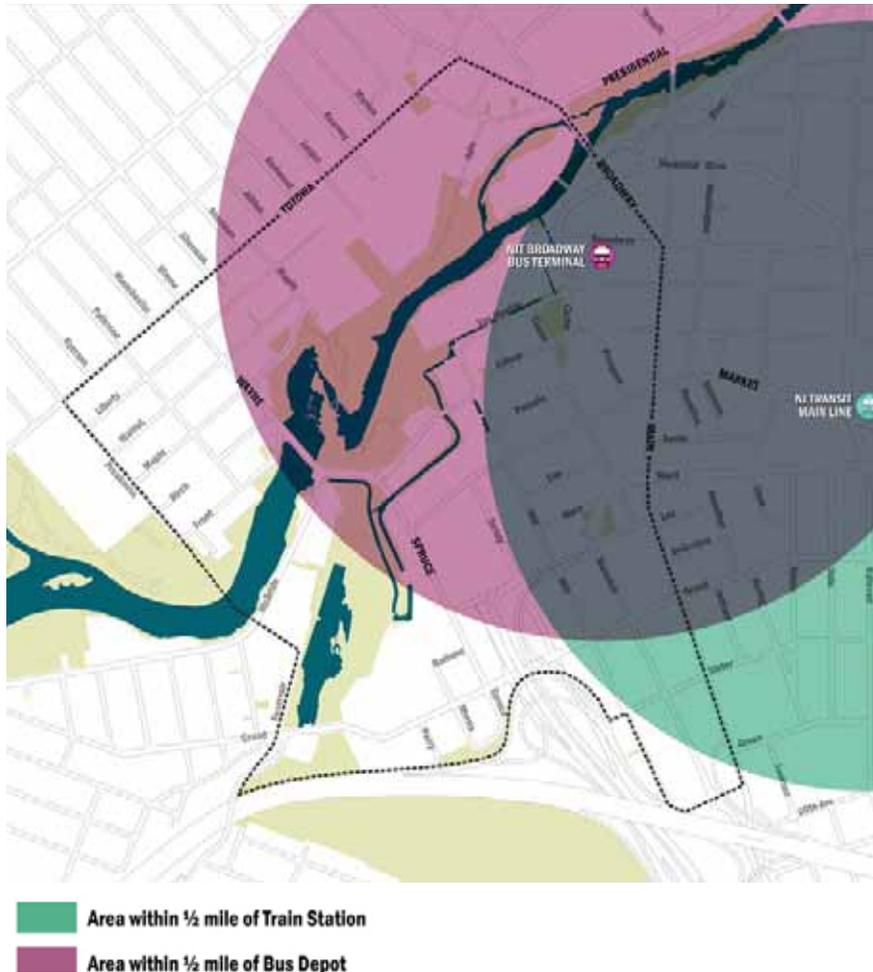


Figure 55. 1/2 mile from the NJ Transit Bus Terminal and Train Station

C. Take a block by block approach to infill development

> short-term recommendation

To have the greatest impact on the residential areas, resources should be concentrated on specific blocks similar to the Eva's Village Spring Street development. These "model" blocks would follow a whole-block redevelopment approach building from designs created with property owners and tenants to address a wide number of issues. New infill housing, façade upgrades, basic systems repair and weatherization services, and public improvements like street trees should be coordinated to have the maximum impact. Local residents should be encouraged to volunteer their time as a part of the block remodel, which would help to cultivate a stronger sense of investment and empowerment in the community as well as raise the awareness of NJCDC and its partners. Potential target blocks for this initiative include:

- Jersey Street between Grand and Ward: This dead end street is built on one side only which faces the Route 80 and 19 off-ramps and contains homes in both good and poor conditions. With the off-ramp redesign proposed in Recommendation 6.4A, these homes will become the first view of Paterson for visitors and locals coming off the highway.
- Elm Street between Mill and Cianci: This block of Elm contains some of the oldest housing of its kind in the City but also is characterized by a number of distressed properties. This block would be an opportunity to consider providing additional financial assistance to replace vinyl siding with the building's original materials.
- Totowa Avenue between Wayne and Maple: This block contains a few vacant buildings and is strategically located next to School #5.



Figure 56. Housing development opportunities

- | | |
|--|--|
| A JERSEY STREET
target infill block | E VAN HOUTEN & MILL PARKING LOT
mixed use - office/residential |
| B ELM STREET
target infill block | F PARKING LOT ADJACENT TO
PROPOSED HOTEL / CONVENTION CENTER
mixed use - retail/residential |
| C TOTOWA AVENUE
target infill block | G MAIN STREET UPPER FLOOR VACANCIES
residential/office/studio adaptive reuse |
| D PROSPECT STREET PARKING LOT
mixed use - retail/residential | |

D. Support the residential conversion potential of the Addy and Veneable Mills

>>> long-term recommendation

On the northeastern corner of the Greater Spruce Street community stands a collection of former mill buildings along Ryle Street. Tucked away and protected from nearby traffic, Ryle Street is also strategically located across from S.U.M. Island, which is proposed, in the long-term, for an environmental education center, community gardens, and open space if and when the Island changes ownership and the opportunity arises for redevelopment. These factors render Ryle Street an opportunity to create a unique pocket neighborhood, which would also have ready access to the Great Falls National Park and Hinchliffe Stadium.

The key to transforming Ryle Street into a housing resource is the conversion of the former Addy and Veneable Mills, and the good news is that the Addy Mill is already being redeveloped. The adjacent Columbia Mill collapsed before it could be stabilized and reused, but its now vacant site presents an opportunity for new residential development. A feasibility study should be completed to assess to reuse potential of the Veneable Mill, explore redevelopment options for the adjacent Columbia Mill site, and identify opportunities to create a shared parking lot between the developments.



Figure 57. The Addy and Veneable mill buildings along Ryle Street

E. Redevelop key publicly owned parking lots for new housing

>> intermediate-term recommendation

While Greater Spruce Street contains a collection of beautiful and historic structures, it also contains a large number of parking lots. Many are private, but two are publicly owned, and both occupy critical sites that should be considered for redevelopment. NJCDC will need to work closely with the Paterson Parking Authority to create detailed strategies to replace and redirect parking to local parking decks, private parking lots and on-street parking locations many of which are currently underutilized (Recommendation 6.4B). With the long-term goal of increasing walkability, the replacement of surface parking with higher and better uses is imperative. The two parking lots include:

- The lot accessed from Prospect Street that overlooks Lou Costello Park. The proximity to the 800-space Ellison Street parking garage less than ½ block away and to Main Street makes this an important site for adding new residents. In addition, development here will build upon the investment already made in Lou Costello Park. The site should be considered for new housing with retail on the ground floor overlooking Lou Costello Park.
- The lot sitting at the corner of Van Houten and Mill Streets. This parking lot occupies a critical location across from the ATP site proposed for improvements as a part of the Great Falls State Park Master Plan and where two streets converge at an awkward, but visible, ninety degree turn. The site should be redeveloped for new housing and office space in keeping with the surrounding mill buildings which have already been renovated.

Discussions should also begin with the City about the portion of publicly-owned parking lot on Market Street across from the bus barn to determine a long-range plan to redevelop that site for new housing and retail. This investment would complement the proposed hotel and conference center on the adjacent publicly owned parking lot (Recommendation 4.6C).

F. Market “Mill Living”

>> intermediate-term recommendation

Many mill buildings including those along Van Houten, Mill, and Spruce Streets have been converted to new uses breathing new life into the community. This plan advocates that many remaining buildings are suited for conversion to different uses including green industry and the arts. Others still, including the upper floor vacancies along Main Street, are opportunities for more housing. The challenges in reusing the upper floors along Main Street are discussed in Recommendation 4.7F, and will remain difficult barriers to overcome in the short-term. But it is critical that the design and regulatory barriers be addressed to encourage more housing downtown, which will improve the commercial retail district.

The immediate opportunity is to encourage the continued conversion of mill buildings to housing where applicable and to use these unique buildings as marketing for downtown living. To accompany the Mill Mile (Recommendation 7.3B), a “Mill Living” website should be created to package information on financial resources and incentives, the architecture, and the rental costs compared to nearby cities.

Mill living has a lot to offer. Make sure people know about this unique housing choice.

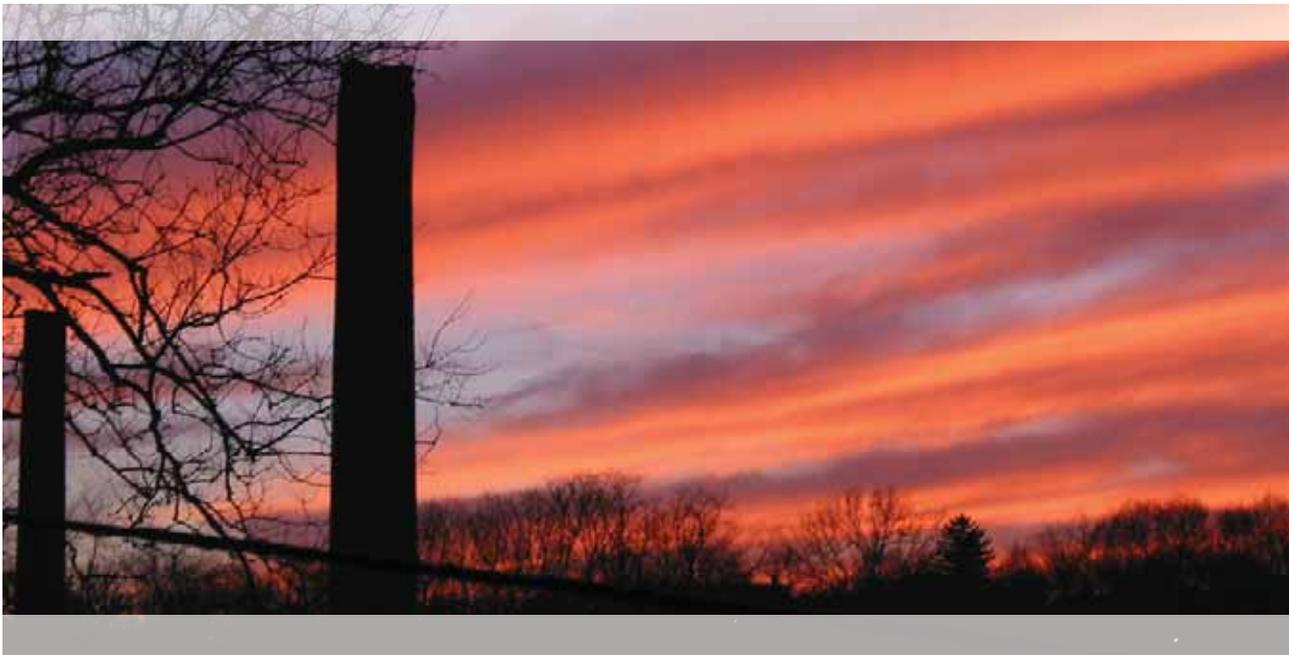


4. Restored Productivity

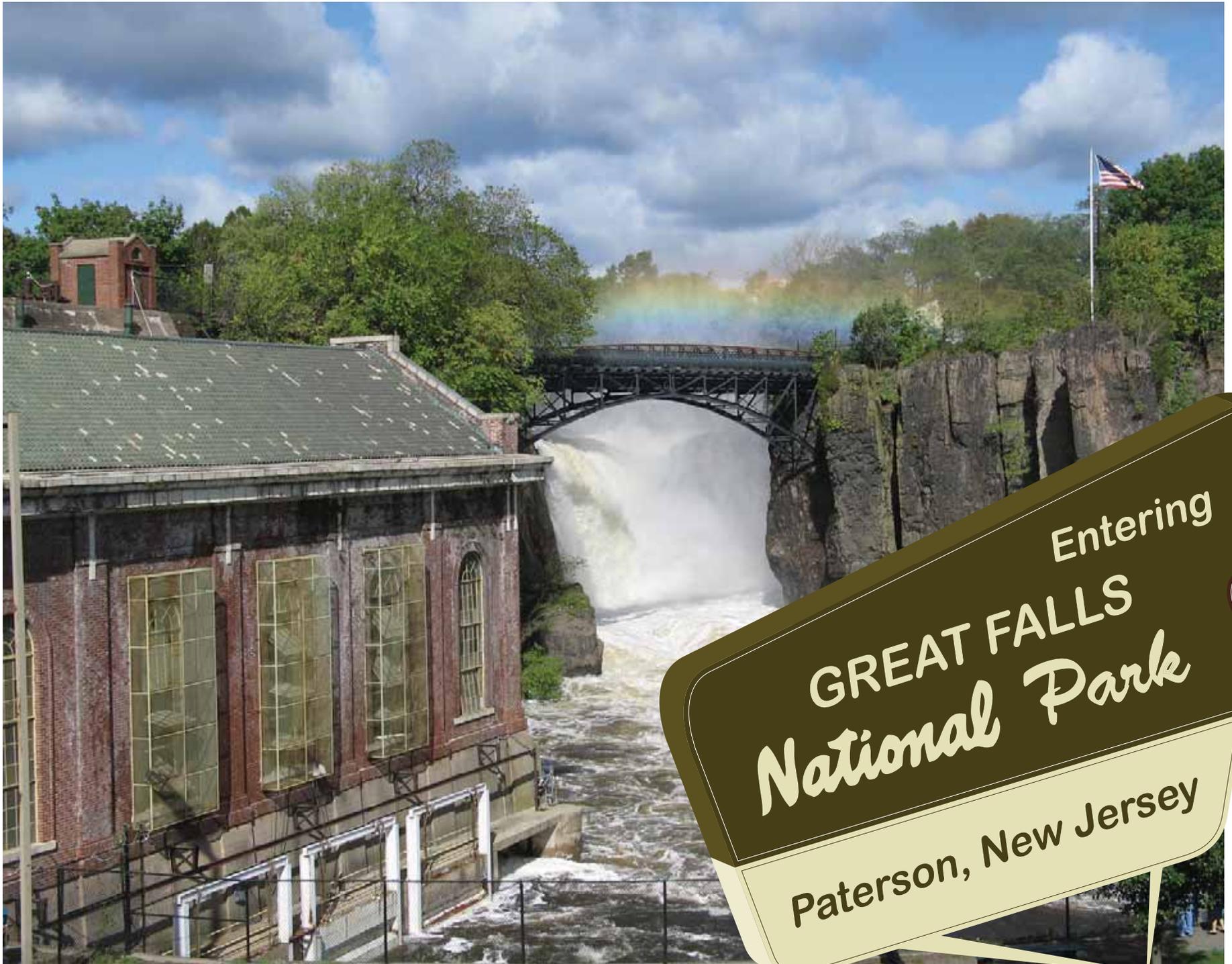
Paterson's storied history is grounded in economics and productivity. As the birthplace of the nation's industry, Paterson led the way in transforming what were purely environmental assets into economic and social ones. Alexander Hamilton saw the potential when Paterson was established, but that burst of industrialization that put the City on the national map has declined in step with suburban competition for jobs and economic growth and disinvestment in what was once the industrial heart of Paterson – the Greater Spruce Street neighborhood.

The unemployment statistics for the City of Paterson reveal the challenges the neighborhood faces. Paterson's unemployment rate of 6.6%, and over 10% in many Census Tracts, outpaces that of the County or State. Recognizing the challenge in finding jobs, residents that participated in this planning process identified job creation and continuing education for adults as central to Greater Spruce Street's future.

Restored productivity is the fourth goal of the plan, and this very important section identifies opportunities and strategies for bringing back some of what has been lost by expanding the economy in ways that build upon Paterson's existing competitive advantages and unique resources. Specifically, objectives address the need to leverage investments in Great Falls National Park, encourage local hiring, develop Paterson's arts potential, build upon the City's multiculturalism, expand the health care sector in the community, make the Greater Spruce Street neighborhood Paterson's green industry incubator, accommodate the potential tourism industry, and encourage commercial development.



Smokestacks at sunset in the Greater Spruce Street neighborhood.
Source: NJCDC



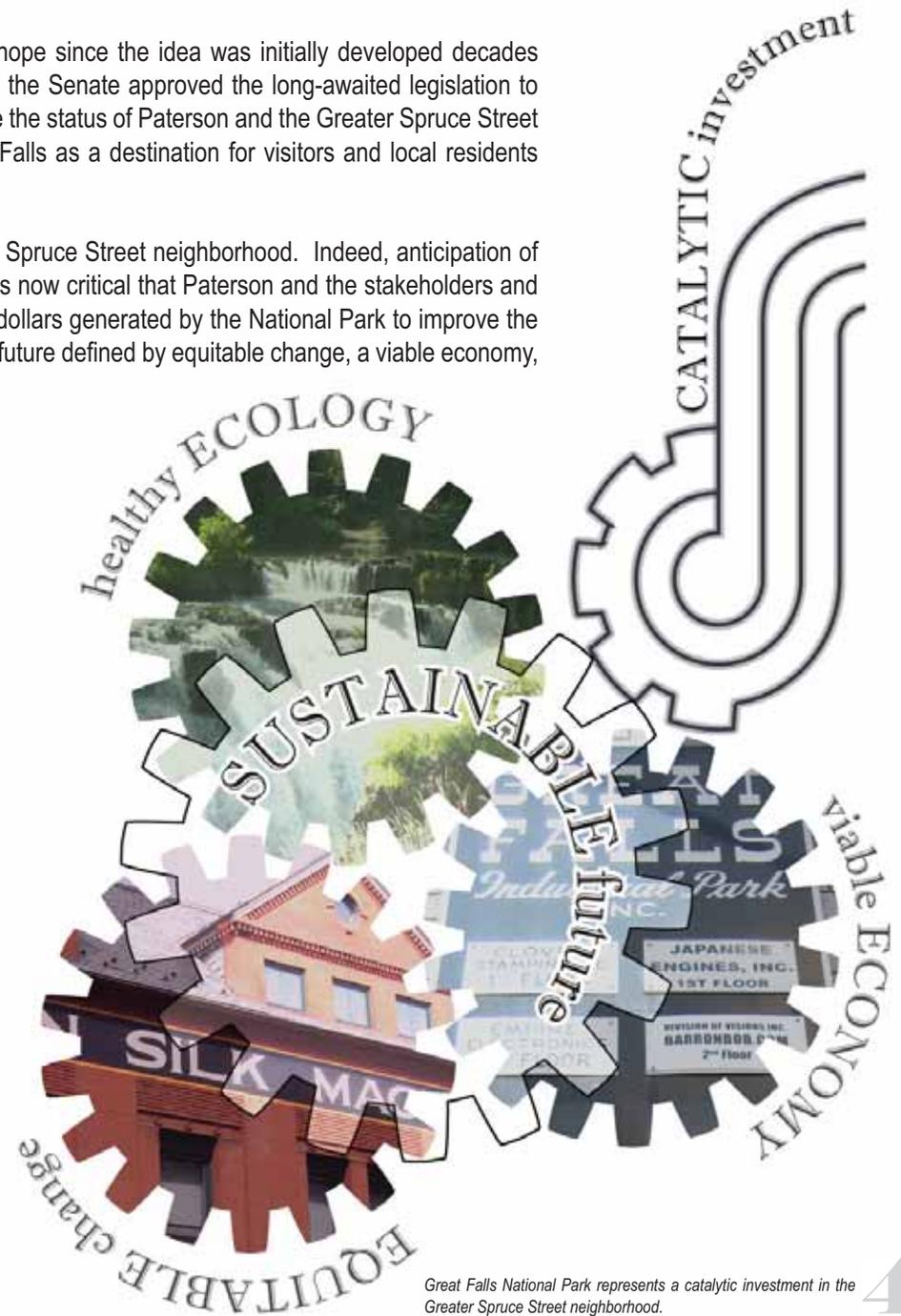
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4.1 Leverage investments and improvements in Great Falls National Park to benefit the greater community and local economy

The Great Falls National Park has been a subject of much discussion, interest, and hope since the idea was initially developed decades ago. State Park designation set the table for the next step, and in mid-January 2009, the Senate approved the long-awaited legislation to designate the Great Falls a National Historic Park. National Park designation will elevate the status of Paterson and the Greater Spruce Street neighborhood, and additional sources of funds will be available to improve the Great Falls as a destination for visitors and local residents alike.

The future National Park represents a catalytic investment in Paterson and the Greater Spruce Street neighborhood. Indeed, anticipation of the National Park designation served as a spark that inspired this planning process. It is now critical that Paterson and the stakeholders and residents of the Greater Spruce Street community take proactive steps to leverage the dollars generated by the National Park to improve the experience, safety, and economic potential of the community - ushering in a sustainable future defined by equitable change, a viable economy, and a healthy ecology.

Entering
Greater Spruce Street's future
Restored & Productive



Great Falls National Park represents a catalytic investment in the Greater Spruce Street neighborhood.

This map illustrates the key redevelopment opportunity sites identified and discussed throughout the Restored Productivity section. While some of these sites are currently held privately, the recommendations nonetheless discuss their future potential in the case that the opportunity arises in the future for their adaptive reuse. The transformation of these sites in the short- and long-term to achieve commercial and economic development goals will help extend the reinvestment momentum from the National Park into the Greater Spruce Street neighborhood.

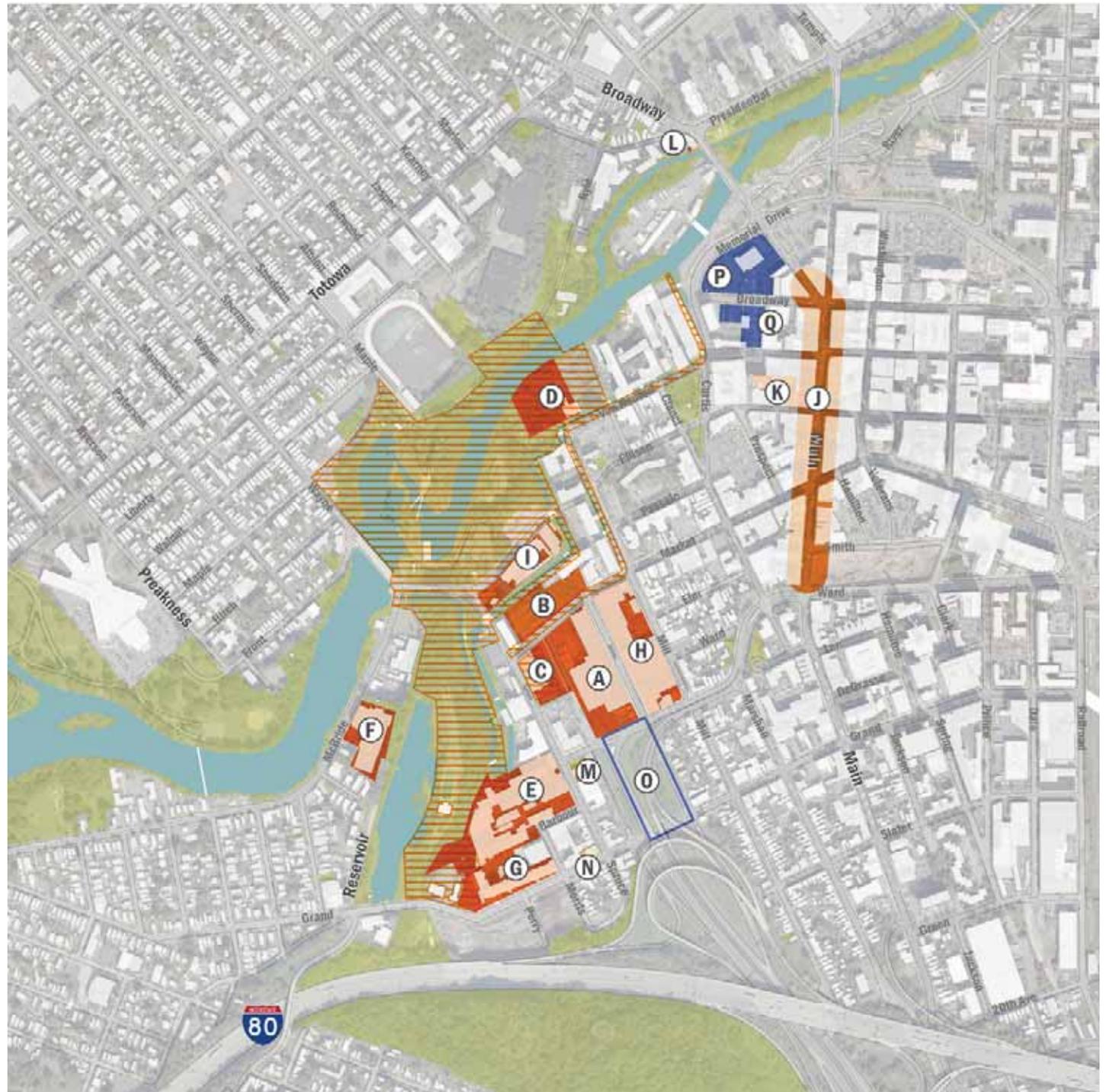


Figure 58. Opportunity sites to enhance the local economy and restore productivity

RESTORED PRODUCTIVITY

- (A) NEW JERSEY TRANSIT BUS BARN**
parking structure
spice market/international foods imports
commercial mixed use new construction
- (B) PARKING LOT**
hotel/convention center
terraced landscape access
- (C) ROGERS LOCOMOTIVE WORKS/PATERSON MUSEUM**
national park service offices
- (D) ATP SITE**
potential museum of industrial heritage
- (E) FORMER BARBOUR FLAX SPINNING CO. MILL**
green industries incubator/green trades showrooms
- (F) FORMER CASPER SILK MILL**
green industries incubator/green trades showrooms
- (G) FORMER HIGHLAND WATER CO.**
creative businesses/industries incubator
- (H) FORMER COOKE LOCOMOTIVE COMPANY COMPLEX**
foreign trade zone importing businesses
- (I) McBRIDE AVE / PARK FRONTAGE**
mixed-use / alternative hotel site
- (J) MAIN STREET UPPER FLOOR VACANCIES**
residential/office adaptive reuse
- (K) QUACKENBUSH BUILDING**
urban transit hub tax credit priority site
potential medical/office redevelopment
- (L) FORMER PATERSON HOTEL**
restored for hospitality uses

LONG-TERM REDEVELOPMENT OPPORTUNITY SITES

- (M) GAS STATION**
- (N) GOGO BAR**

RELATED TRANSPORTATION IMPROVEMENTS

- (O) ROUTES 80 & 19 ACCESS RAMPS**
realigned for improved street network connections
- (P) JITNEY LOT**
improved transit center
- (Q) BROADWAY BUS TERMINAL**
improved transit center

A. Improve Great Falls Visitor Center for the short term while a new facility is developed closer to the Falls

> short-term recommendation

The plans completed by Field Operations for the Great Falls State Park Master Plan identify the need for a new visitor center to replace the existing center located at McBride and Spruce. The new center would be integrated into the park design on a site overlooking the Falls, next to a new amphitheater. This long-term vision would free the existing Visitor Center site for potential new mixed-use development in keeping with the principles of this document.

However, it may be some time before this proposal will have adequate financing to move forward. As visitors will start to arrive in greater numbers with National Park designation, the following improvements should be considered for the existing visitor center to elevate its visibility and role as the gateway to the City.

- Develop improved brochures for the Great Falls Visitors Center that encompass information about the Mill Mile (Recommendation 7.3B), the surrounding heritage of the Greater Spruce Street neighborhood, trolley schedules, and local restaurant guides.
- Create a more visible presence for the Center by adding signage and planting new trees along Spruce Street stretching to Market Street.
- Consider reclaiming some of the Visitor Center's parking lot for new open space. The current parking lot is not welcoming, and as there is parking available across McBride overlooking the Falls, this space should be considered for new programming. East of the Center, the parking lot would serve as a connection and entrance to the raceways and future development along Market Street and at the Bus Barn (Recommendations 4.6C and 6.4A). The space could be used for outdoor exhibits and a kiosk with information about the neighborhood. Street enhancements to calm traffic and improve pedestrian safety are important elements to encourage people to park at the Great Falls and cross the street to stop by the Visitor Center.



Figure 59. Potential improvements to visitors center

B. Improve the Paterson Museum

>>> long-term recommendation

The Paterson Museum is an important archive of Paterson's rich history. Currently occupying most of the ground floor of the original Thomas Rogers Building, the museum has long struggled with limited space for the extensive collection. With a likely increase in visitors, the Museum should function as the City's memory with expanded exhibitions and programs that encourage people to discover the Museum and the surrounding context.

To expand the role of the Museum and protect its collection, a number of options should be explored to enhance its facilities and coordinate exhibitions with other local institutions like the Paterson Free Public Library.

- Explore the possibility of securing the entire ground floor of the Thomas Rogers Building for the Museum. Since moving to the Thomas Rogers Building in 1982, the Museum has been a tenant of the Great Falls Preservation and Development Corporation, which holds a 50-year lease from the City. A portion of the ground floor is used for their offices as well as a meeting room. The optimal arrangement is to assist the organization in moving to a better and more visible office space while enabling the Museum to expand and re-design its exhibitions. The upper floors of the building are an opportunity to house National Park offices.
- Create a new Museum of Industrial Heritage on the ATP site. The Great Falls State Park Master Plan identifies the opportunity to create a new museum dedicated to the industrial past of Paterson along the Passaic River. Stories of the silk trade, among other industrial firsts in Paterson, would offer a rich experience for visitors. This new museum would be an opportunity to provide an additional facility for the Paterson Museum to enlarge its collection and would encourage visitors to walk between the two museums, experiencing the living history of the City today.
- Explore the possibilities of coordinating Museum expansion with the potential improvement to the Paterson Free Public Library. The Paterson Library's Strategic Plan identifies the need for better facilities. Housed in an architecturally significant building listed on the National Register of Historic Places, the structure unfortunately does not adequately meet the needs of a modern library. In addition, the Library houses an archive as well as the Hobart Art collection that would have better exposure as a part of the Paterson Museum. Previous proposals to build a new central library in a modern facility should be explored with the potential for the Paterson Museum to reuse the current Library is suitable. A feasibility study will need to be completed that evaluates the space requirements for the Paterson Museum, the suitability of the Library for the Museum collection, and potential sites optimal for the development of a new Paterson Free Public Library.



Figure 60. Potential site of the Industrial Heritage Museum

precedent: excavate, exhibit

The Mill City Museum in Minneapolis, Minnesota is built "within the ruins of a National Historic Landmark," promoting the City's history in flour milling.

www.millcitymuseum.org



C. Advocate for the permitting of mobile businesses and vendors to help local businesses establish satellite operations in the Park

> short-term recommendation

To serve visitors and local residents, the City should consider allowing and encouraging new food carts and other mobile commerce to add activity and flavor to the area around the Great Falls. These food carts will help fill a gap in services until new development is completed in the area and can also be a source of income for local residents looking to start small businesses. The parking lot for the existing visitors center, the parking lot overlooking the Great Falls, and the space outside of Hinchliffe Stadium should be considered as initial possibilities for these activities.

D. Actively attract school groups from Paterson and elsewhere in the region to visit the Great Falls, the Paterson Museum, and other destinations

> short-term recommendation

Many residents and local stakeholders indicated that the Great Falls and other destinations are often not on the radar of school groups from around the region or, in some cases, even in Paterson. The objective should be to increase visitorship by school groups significantly over the coming year, which will build an awareness among youth (and their parents) of Paterson's amenities as well as help support local businesses. A Community Marketing and Logistical Liaison should be identified to help reach out to local and regional schools, organize buses and tour guides, and arrange meals in local restaurants.



Greater Spruce Street...
a la cart

E. Market the S.U.M. Hydroelectric Plant to visitors

>> intermediate-term recommendation

Paterson was built on “green” energy, now a topic of much interest nationally. The Great Falls powered one of the first hydroelectric plants and serves as a symbol of the City’s innovative spirit and resourcefulness. The existing S.U.M. Hydroelectric Plant remains at the foot of the Great Falls is a beautiful, yet inaccessible, structure.

The power plant is a prominent historic resource of the historic park and still in its original, industrial use. The building is a contributing element to the Great Falls Historic Landmark District, deemed of national significance yet is showing signs of deterioration. In 2007, the Paterson Great Falls Hydroelectric Plant received a Historic Site Management Grant from the Garden State Historic Preservation Trust Fund in the amount of \$50,000. The grant is intended to assist in the preparation of a preservation plan and interpretive plan for the structure. The City should support plans to make the building accessible for the public and interpret the plant as part of the National Park.

In addition, the Plant and the power that the Great Falls generates, should be marketed as a key component of Paterson’s “green” legacy. The Plant generates 11 megawatts of power, which is purchased by PSE&G and distributed to customers as a part of the electricity grid. This information should be integrated into relevant tourist, visitor brochures and web pages. Outdoor exhibits should reinforce the message as well. Playful signs should be designed to help people tangibly understand the generated power by describing what even 1/10th of a megawatt can power in our day to day lives. Interactive exhibits should also be considered to measure the power of water pressure, power light bulbs, or form other art installations that will make the information fun for children.

**precedent:
show and tell**

The Fairmount Waterworks Interpretive Center tells “the story of the Schuylkill River and its human connections through history. The small center includes interactive and playful exhibits, designed for people of all ages, that describe the role water (and sewers) play in our society.

www.fairmountwaterworks.org



4.2 Encourage local hiring and job creation through redevelopment activity

It is critical that Greater Spruce Street residents are positioned to take advantage of the employment opportunities that accompany redevelopment as these are created – and that mechanisms are created to place residents in those jobs where possible.

A. Coordinate job readiness programs and technical training

> short-term recommendation

NJCDC and its partner organizations should work with the Passaic County Community College, the local Workforce Investment Board, and others to provide job readiness and technical training to local residents in sectors in which permanent job opportunities are likely to be created such as horticulture and landscape and service jobs, and in sectors where jobs exist today beyond the community. In this way, residents will be poised to take advantage of the employment opportunities that accompany investment in the National Park.

For skilled trades, NJCDC and its coalition should build a relationship with an organization in Paterson that provides pre-apprenticeship training for residents and channels them into union apprenticeships. As projects come into the pipeline, the coalition should refer residents to these programs so that when apprentice opportunities do become available in the neighborhood, local residents are ready to fill them.

As development accelerates around the Great Falls, NJCDC and local partners should explore the creation of a “First Source Center,” which is designed to provide residents with timely information about job openings and primary consideration for local jobs. Many of these centers have additional services to support job readiness, getting hired, and retaining a job.

B. Advocate for local hiring requirements

> short-term recommendation

The Greater Spruce Street neighborhood should require all development projects in the neighborhood to use local contractors and labor, whenever possible. The strategy for realizing this goal for construction projects will depend on the scale and scope of the project. For smaller-scale projects, a request for qualifications process should be used to develop a list of pre-qualified Paterson-based contractors from which developers should be required to choose. For larger-scale projects, developers should be required to enter into a Project Labor Agreement (PLA) with the local union and the State of New Jersey, which sets minimum local hiring standards and apprentice participation goals. By lowering the prevailing wage rate, the PLA enables more apprentices on a construction job, creating greater opportunity for Greater Spruce Street residents to secure living wage union apprenticeships that lead to highly-paid skilled-trade employment.

precedent: work it

BUILD Brooklyn is a community-based organization in New York dedicated to supporting redevelopment as “a means of creating economic opportunities to promote financial self-sufficiency and prosperity in socio-economically depressed communities.” As part of the Community Benefits Agreement crafted by BUILD in partnership with public and private development entities for the Brooklyn Atlantic Yards, BUILD created the Employment Linkage and Targeted Job Training Program (ELTJTP). The ELTJTP defines a process for “bridging the skill mismatch between the competencies employers need to meet their business objectives and the current skill level of many local residents within a two mile radius” of the project.

The pre-placement program helps participants hone professional skills development and application; attend a professional seminar series; increase financial literacy; and work on personal development.

www.buildbrooklyn.org

4.3 Develop Paterson's arts and cultural potential

Most cities are aware of the success stories – long vacant spaces transformed into vibrant neighborhood places through the hard work of artists. Jersey City has experienced this kind of investment as have countless other cities and neighborhoods that have utilized the arts as an economic development tool. Frequently, successful cities have embraced artists as entrepreneurs and contributing members of communities. Artists bring performances and viewings but they also bring a complementary cluster of businesses that contributes to economic vitality.

But the arts require a catalyst. Paterson boasts two of the three main drivers for the arts: proximity to major art markets (i.e. New York City), and inexpensive and suitable space. All that is missing is an active arts scene, and filling this gap will require a lot of coordinated effort driven by a strong local advocate for the arts. With a coordinated and sustained effort, the City can position itself to receive funding from organizations like the New Jersey State Council of the Arts. Many other recommendations in this plan will help indirectly lay the groundwork for an arts scene through efforts to improve the image of the City and tackle the crime and safety concerns which have threatened many efforts to revitalize the community. This section is directly focused on creating and marketing a local arts scene.

precedent: get sTARted

Pittsburgh's Penn Avenue Arts Initiative (PAAI) is an arts-based community development organization with a mission of using the arts to enhance public perception of the district, fostering inter and intra community ties, and establishing an artist's niche. Acting as an arts advocate and promoter, PAAI works to entice artists to live and work along the corridor.

www.pennavenuearts.org



A. Form an Arts and Culture Commission

> short-term recommendation

For Paterson to capitalize on its creative potential, coordinated leadership is needed to develop and market Paterson's arts and cultural programming. The Commission should be made up of artists and representatives of other agencies responsible for marketing Paterson and planning events as well as youth representatives. The Commission must be seen as a creative voice in the City, marshalling the support of a wide range of residents and leaders.

A visible base of operations for the Commission is also important, notably in an area where art can be displayed and changed quickly. Reusing a vacant storefront along Market or Main Streets would help to bring the arts to the existing commercial area and visibly mark the growing importance of Paterson's local arts scene.

The Commission should take on the following key tasks to help build on the local arts potential:

- Plan and administer events programming in and around the Great Falls Park.
- Promote and administer performing arts permits for the Great Falls Area and other public spaces.
- Generate buzz and hype to market Paterson as arts hub including marketing in nearby cities.
- Organize open studio tours and gallery shows. Links should also be formed with local businesses like restaurants to promote local art in their establishments.
- Identify and hire an "arts and cultural affairs officer" dedicated to working as a liaison between artists and the City, businesses and communities. This position will be an asset to help draw and retain artists in the City.
- Market potential studio space to artist groups, collectives, schools, etc. in New York City and around the region. The Commission will need to track closely the location, size, and potential cost of transforming vacant space into productive studios.
- Lobby for local tax incentives for artist production. Many cities have offered sales and income tax exemptions for artists and creative industry. A specific set of financial incentives for local artists would help to promote the reuse of vacant spaces in the community.

B. Promote the adaptive reuse of vacant mill buildings and Main Street vacancies to support creative production

> short-term recommendation

Vacancies exist in building types that lend themselves to the creative industries including the production of fine arts, writing, music, furniture design and manufacturing, woodworking, printing, and jewelry making. Paterson already has four ornamental and architectural metalworking companies, three jewelry manufacturers, multiple commercial printers, and over 20 furniture and cabinet manufacturing firms. These individual businesses each employ up to 49 people.

But in addition to these productive uses, former mill buildings also offer reuse opportunities for what are sometime called second-order creative industries like advertising, architecture, computer engineering, civil engineering, planning, fashion, communications, and other media. Many of these types of offices have moved out of New York City and found space in Jersey City, Newark, and Harrison in the search for larger spaces, unique spaces and cheaper prices. Promoting Paterson as a home for architecture and engineering firms, for instance, would also provide additional benefits for the City. These industries could help foster a greener local economy as described in Objective 4.5 and server as resources for local organizations looking to upgrade their space.

To accomplish this strategy of bringing additional creative production to vacant spaces, support will be needed to ensure compliance with historic preservation objectives and standards. Of critical importance is to streamline the review process for specific industries such that it supports the speedy and sensitive reuse of the vacant structures.



4.3

C. Create a forum and space for sharing resources among creative producers

>>> long-term recommendation

Reusing one mill building in its entirety for the arts and creative production would help to provide a front door to Paterson's arts scene and galvanize the identity of the City and the community around the arts. It would also serve as a forum for artists and creative producers to share information and exhibit their work publicly through galleries integrated into the design. Given the diversity in Paterson's production, a range of uses in addition to the traditional arts such as printmaking studios, wood shops, and recording studios should also be built into the concept.

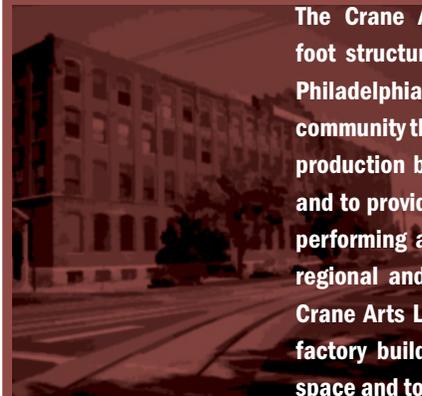
Much will need to be done to accomplish this idea. First steps include implementing the Arts Commission described above and marketing the area to artists to build a greater demand for creative space. In the long-term, if the opportunity to renovate the property arises, the now privately held Highland Water Company building on Grand Street across from the International High School should be considered for this use. The 117,000 square feet of space is currently used predominantly for the storage of mattresses. As the area begins to change and redevelop in accordance with the plans for the Great Falls Park and this neighborhood plan, it is likely that this use will relocate to an area where truck traffic is more readily accommodated and space is cheaper. This Highland Water Company building is highly visible from Route 80, is a gateway to Spruce Street and could potentially coordinate programming with the International High School across the street to foster a range of youth arts programs in the City.



Figure 61. The Highland Water Company building.



precedents: adapt, reuse



The Crane Arts Building is a 71,560 square foot structure in a former industrial district in Philadelphia. Its mission is to create a unique community that encourages and supports artistic production by emerging and established artists and to provide a unique space for the visual and performing arts to showcase events on a local, regional and national scale. A non-profit, the Crane Arts LLC, financed the conversion of this factory building into artist studios and gallery space and today manages the building.



Working with the Reinvestment Fund in Philadelphia, the rehabilitation was funded in part with \$4.2 million in New Markets Tax Credits. Today, the Crane includes 39 studio work spaces and a shared gallery on the ground floor. Note, Interface Studio was the first tenant in the Crane and stayed for three years before moving in the Summer of 2007.

www.cranearts.com



The Torpedo Factory is an arts hub in Alexandria, Virginia with 82 artist studios, six galleries, two workshops, the Alexandria Archeology Museum, and the Art League School. The Factory was gutted entirely, and through the hard work of artist volunteers and City personnel, re-opened in 1974. An information packet is available through the Torpedo Factory Artists' Association.

www.torpedofactory.org

D. Establish a 1% for Public Art program in Paterson

>> intermediate-term recommendation

Many states already have 1% for art programs for buildings financed with public dollars. The opportunity is to ensure that the coming development around the Great Falls provides opportunities for local artists to contribute to public space and improve the look, feel, and economic potential of the Greater Spruce Street neighborhood. The City should work with the National Park service, private developers and other stakeholders to institute requirements for large-scale development projects and market the program as an economic benefit for the City and each investor.

E. Support art education programs for all ages

>> intermediate-term recommendation

The Greater Spruce Street neighborhood is a growing campus of schools for children of all ages and all walks of life. Residents that participated in this plan indicated, however, the need for more to do for children and teens and more access to the arts. Art education should be an essential component both in and out of school to foster appreciation for the arts and potentially contribute to the public environment. A pilot program of arts classes and an after school program run by a local artist would help expose youth to the forms of art and lay the groundwork for future artists in Paterson. The program could also emphasize “service learning projects” where students create and install small public art installations. (See Recommendation 1.2C for additional detail.)

precedent:

art smarts

The Rutgers Transcultural NJ: Public Service Art Program (TNJ-PSAP) supports New Jersey artists in applying their talents to lead civically-engaged, collaborative art residencies at non-profit institutions across the state. In 2005, the TNJ-PSAP began the Community Artists Residency Training Series (CARTS) where artists learn how to empower diverse community members to use their own creative energy for social change.

F. Create a Mural Arts program to celebrate Paterson’s history and diversity

> intermediate-term recommendation

Murals are an effective way to beautify the cityscape, reduce graffiti, promote the arts and empower local communities. The process of creating a mural is an opportunity to engage the community in the stewardship of the public realm but also to improve unsightly facades that detract from the historic architecture around them. The Mural Arts Program in Philadelphia, the nation’s largest, also uses murals as an opportunity to train youth who work with artists in the implementation of the murals. This initiative should build on these best practices and link with the initiative to support arts education described above. Recommendation 7.2A identifies the critical locations that should be considered for new murals to enhance the gateways and image of the City and the community.

precedent: mural arts

Since its founding in 1984, the Philadelphia Mural Arts Program has actively engaged community members in the transformation of Philadelphia’s cityscape through the creation of over 2,700 murals. The program was originally conceived as a strategy to alleviate the visual effects of neighborhood blight and rampant graffiti, but the achievements of the mural arts program – stabilization of abandoned lots and revitalization of open spaces, arts education, youth involvement, and community building, among others – are far reaching. A University of Pennsylvania study found that every dollar of city funding for murals leverages an average of 65 cents in community contributions. Philadelphia’s murals have also become integral to the city’s image at large and, likewise, to the tourist experience.

www.muralarts.org



4.4 Celebrate Paterson's identity as a multicultural global city

One of Paterson's most important economic drivers is its multi-culturalism and growing identity as an international city. Marketing Paterson's global roots and imprinting this unique mix of ethnicities into the physical fabric of the City can play a significant role in furthering local economic development objectives.

A. Market Paterson's ethnic diversity

> short-term recommendation

Paterson is one of the most diverse cities in the Country, but few outside of Paterson are aware of this fact. The ethnic diversity that infuses the community with a distinct vibrancy should be marketed as a defining characteristic of the City's present and future identity. The following steps should be taken to put Paterson's global community on the local and regional map.

- Increase the awareness and attendance of Paterson's many ethnic parades among non-Patersonians by marketing the events in nearby cities and purchasing advertising times during key Spanish-speaking radio and television programs.
- Market Paterson as a culinary destination offering authentic cuisines from around the world. Offer a visitors guide to local foods with descriptions (and translations) of some of the local specialties. Reach out to the Food Network to encourage a travel show centered on Paterson that explores the local Peruvian, Lebanese, Turkish and other foods on offer. A Neighborhood Cookbook should be considered to further promote the City's food, and the annual YMCA's Taste of Paterson Event should be expanded to include more local merchants.
- Work with graphic designers and local fabricators to develop and produce new, multi-lingual signage at a range of scales for Greater Spruce Street's gateways and corridors. The design and use of multiple languages should be welcoming to existing residents and promote local diversity to visitors.
- Recruit a foreign language movie theater chain to establish a location in Paterson. The Center City development includes multiple movie screens, but these will likely be oriented to mainstream movies. Opportunities should be explored to use the restored Fabian Theater for foreign movies or to utilize Center City screens one to two nights a week for foreign films emerging from the countries represented by Paterson's residents.



New , multi-lingual logos recently commissioned by a Business Improvement District (WPB) in an ethnically diverse Chicago neighborhood. Translations: blue, Polish, "We are WPB;" green, Spanish, "WPB works."

B. Create a global cuisines kitchen incubator

>> intermediate-term recommendation

The food services industry makes up 7.1% of all of Paterson's industries. While this may seem like a small number, it is greater than the construction industry (4.5%) and the transportation, warehousing and utilities industry (7.0%). Food businesses offer a wide range of employment opportunities and small business development which is critically important in a neighborhood with a high unemployment rate. Coupled with expanded English as a Second Language (ESL) programs, a new global cuisines kitchen incubator should be created to provide a pathway for local residents to start new food businesses and further promote the City as a hub for global foods.

Notable kitchen incubators have been developed in Long Island City, the Bronx, San Francisco, Washington D.C., and Philadelphia and have helped to foster new businesses and create local jobs. In Paterson, a facility of approximately 10,000-12,000 square feet should be created in a portion of the reused Bus Barn, if and when New Jersey Transit vacates the structure (further discussed in Recommendation 6.4A) which would include approximately 4,000 square feet of shared kitchen space and another 6,000 to 8,000 square feet of retail space to sell the food created in the incubator. Target city and state sources as well as private support from organizations like the William Penn Foundation and Local Incomes Support Corporation (LISC) for funding.

To make a kitchen incubator a success, a range of complementing programs would need to be developed. These include:

- Serve Safe training and certification so that participants can operate legally;
- Potential partnerships with restaurant schools to provide classes, training and possible certificates or even degrees;
- Basic cooking classes for those just interested or thinking about entrepreneurship;
- Assistance in marketing, market analysis, and small business development;
- Classes in nutrition and helping to secure local food sources for those participating in the program; and
- Potential work study or kitchen assistant jobs for graduates of training programs in local restaurants.

precedents:

food for thought

150

recommendations



La Cocina, a social enterprise non-profit in the Mission District of San Francisco, is an incubator kitchen helping low-income women develop successful businesses as food entrepreneurs. The organization provides 2,200 square feet of professional kitchen food preparation space, business development training, and other services to assist its budding culinary masters, many of whom have tasted success, "graduating" from the incubator kitchen and establishing artisan food stands, and catering and prepared foods businesses.

www.lacocinasf.org

In addition to training programs to provide homeless and low-income individuals with the essential skills needed to become employed in the food service industry, DC Central Kitchen recovers surplus food left over from local foodservice businesses, prepares it, and delivers 4,000 meals a day to social service agencies in greater Washington, D.C. This three-pronged approach—job training, combating hunger, and reducing food waste—constitutes a truly exceptional model for addressing sustainability through community non-profits.

www.dccentralkitchen.org

C. Leverage foreign investment in Paterson

>>> long-term recommendation

It has been revealed during this planning process that despite the fact that Paterson is largely undiscovered by residents of this country, many Peruvians are keenly aware of the City. Why? In part because of the large Peruvian population but also because of the Peruvian Consulate that is located in Paterson. This consulate represents an investment in the City but also a statement about its international flare. However, its current location tucked away on the upper floors of a tall office building does not leverage this unique amenity. Opportunities should be explored to move the Peruvian Consulate from its current location into a more visible location either closer to the Great Falls or within unused space along Main Street.

But Paterson of course comprises many nationalities. Bengalis, Afghanis, Turks, Palestinians, Jordanians, Syrians, Lebanese, Puerto Ricans, and Dominicans to name a few have all grown in number in the City. The long-term opportunity is to advocate for more consulates to serve these growing populations. With two to three potential consulates, Paterson would be in a league of very few cities outside of New York City and Los Angeles.

D. Establish an “Alexander Hamilton Foreign Trade Zone” to encourage the establishment of an international trade market

>>> long-term recommendation

To encourage a greater range of goods imported into Paterson to support its culturally diverse population, the establishment of a foreign trade zone should be considered. The Foreign Trade Zone (FTZ) legislation is designed to encourage foreign commerce in the United States by providing tariff and tax relief due to Customs duties and other taxes. According to federal guidelines, the Greater Spruce Street neighborhood is eligible to create a FTZ because it is within 60 miles of the Newark International Airport; the Teterboro Airport; the JFK International Airport and the New York City Cruise Terminal.

The opportunity in Greater Spruce Street may exist to create a FTZ for the privately held block of warehousing and manufacturing located between Jersey, Market, Mill and Oliver Streets. The existing uses in this block are already allowable under FTZ guidelines, and the zone would help to promote any underutilized space within the complex. The Trade Zone should be used as an opportunity specifically to import specialty foods which will serve the local food culture and restaurants. The first step in this process is to assess the level of international trade in the City currently and to determine if there is, or will be, a need for zone services for local companies. If the zone is approved, there are security and operating requirements that may be cost prohibitive if there is not a strong need for zone services.



Figure 62. Potential site of the Alexander Hamilton Foreign Trade Zone

4.5 Make the Greater Spruce Street Neighborhood Paterson's green industry incubator

Paterson was the original “green energy city.” The time is right for the City to get back to its roots, build upon its unique assets, and be an important player in our nation’s green revolution. With the combination of large mill buildings and new construction potential in the community, Paterson is poised to encourage the growth of green design to become a center for the green building industry. In addition, with the right marketing and skills training, Paterson should seek to branch into a range of “green” light manufacturing and assembly.

To accomplish these lofty goals, strategies are needed to build and sustain the momentum for green industry in Paterson. NJCDC’s Birch Arms housing development, outfitted with solar panels and energy star appliances, is an important first green project. It should be marketed and celebrated as the community begins to build a local green culture to stimulate demand for green construction while building the skills of the local workforce. All of these efforts will better position Paterson in the future to support new green production industries in the area.



Top row: NJCDC's green Birch Arms building with solar panels on the roof. Bottom row: green stormwater management techniques and materials: permeable pavers, green roof, rain garden.

A. Make the Greater Spruce Street Neighborhood an immersive educational showcase of green building features

> short-term recommendation

To begin building a local culture devoted to greening Paterson, Greater Spruce Street will need to lead by example. When residents were asked to share their visions for the community, a wide range of programmatic ideas were received with one common thread - build green. Following on the heels of NJCDC's Birch Arms project, all new development and rehabilitation work including public improvements should be designed and built to meet the highest environmental standards. As the neighborhood is further developed and the Great Falls National Park completed, the community will become an outdoor showcase of green design.

Effective green design is grounded in addressing two interlocking issues: building construction and site design.

Building Construction / Rehabilitation: Green building technologies are now cost effective ways to save money on utility bills and minimize the impact on the environment. Standard practices include using Energy Star appliances, recycled materials, solar panels, solar hot water heaters, geo-thermal wells for heating and cooling, paints with low or no levels of volatile organic compounds, LED lighting, and energy efficient windows, to name a few.

Site Design: The primary issue with regard to site design is stormwater management. The amount of built impermeable surfaces like roads and rooftops causes the majority of stormwater to run into the storm sewer at high volume and high speeds. Both private development and public improvements along streets and in parks can design to better manage this run-off by creating areas where the ground can absorb the water slowly like a sponge. Site design techniques to replace impermeable surfaces with permeable ones include:

- **Rain gardens** – vegetated depressions that store and infiltrate run-off;
- **Green roofs** – roofs designed to accommodate soil, plants, and even publicly accessible open space that reduce stormwater run-off and reduce cooling and heating costs;
- **Permeable pavers** – permeable asphalt, permeable concrete, or pavers that allow water to filter into the ground;
- **Tree box filters** – underground boxes for tree plantings that capture stormwater run-off; and
- **Rain barrels** – barrels that can be bought inexpensively and used to capture roof run-off to be reused for gardening and other non-potable water applications.

To effectively bring green design to Paterson and Greater Spruce Street, the following actions will need to be taken:

- Create a green roof demonstration project to educate Paterson residents and business/property owners about the environmental and economic benefits of green roofs. An ideal location would be on top of one of the local schools or as a part of the Frank Lautenberg Transportation Center, which houses NJCDC offices.
- Hold green roof workshops and information sessions organized to get adjacent property owners sharing party walls to discuss the possibility of installing continuous green roofs across properties to minimize installation time and costs. Include information in these workshops about cost saving as well as cost effective alternatives to green roofs such as silver coating.
- Work with the City and County Street departments to integrate green design techniques into road design standards.
- Promote energy efficiency in new and existing structures by increasing use of passive technologies such as harvesting of solar and/or wind energies, and active technologies such as hydropower, and geothermal wells where bedrock permits.
- Encourage all new construction and rehabilitation to be completed to meet or exceed the nationally recognized LEED (Leadership in Energy and Environmental Design) Silver rating.
- Encourage hydrocycling in existing and proposed structures to utilize grey water as a viable resource for the community.
- Work with Field Operations to ensure that all park design elements, including improvements to the raceway system, are completed to help clean and filter the water.
- Physically promote each investment in green design through descriptive signs and potentially a green ipod tour that can be downloaded as a walking tour of the City.

Figure 63. Potential green roof demonstration project at School #2

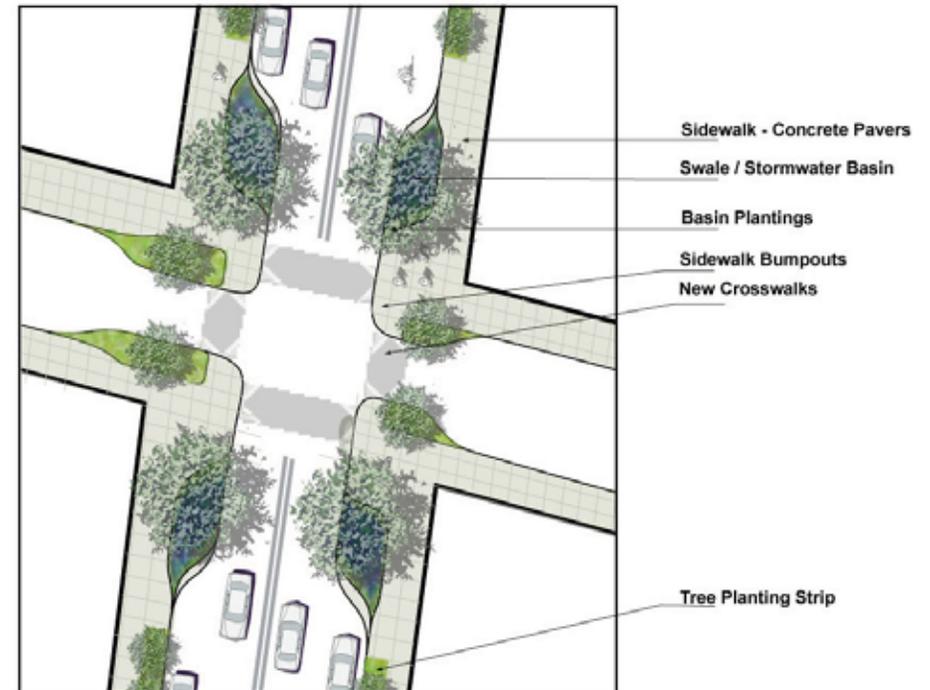


Figure 64. Typical stormwater streetscape detail for intersections

B. Create a Green Building Ordinance

> policy

Decades ago, green development was rarely used in the context of design or planning. Green or “low impact” development is oriented toward reducing the environmental impact of development while reducing energy consumption and promoting healthier communities. Utilizing Energy Star appliances and recycled materials, limiting construction waste, effectively managing storm-water runoff, and building walkable neighborhoods are the key objectives associated with growing green.

Today, development that is environmentally responsible is expected in a growing number of cities, and the initial fears that green development could not be done affordably have subsided. A study in 2006 by New Ecology Inc. and the Tellus Institute found that “green” projects cost, on average, 2.4% more to build but that occupants would save an average of \$12,637 in utility costs over the life of each home. The benefit to the occupants reinforces the larger communal benefits including a reduced strain on local infrastructure and enhanced neighborhood pride that stems from a green and attractive environment. Chicago, now known as the greenest city in the U.S., as well as Boulder, CO; Oakland, CA; Berkeley, CA; Portland, OR; and Arlington County, VA, for instance, all have legislation in place that either requires or promotes green construction.

NJCDC, the Paterson Restoration Corporation, the Paterson Housing Authority, the Paterson Historical Commission, and the City should spearhead the creation of a Green Building Ordinance that includes the following components:

- Requirements that all new public buildings be built to Leadership in Energy and Environmental Design (LEED) Silver standards;
- Requirements for green design on City-funded affordable housing developments; and
- Promotion of green design in the private market through a green “checklist” developed and maintained by the City for use by developers.

C. Practice deconstruction and reuse materials

>> intermediate-term recommendation

Deconstruction is a term that refers to the practice of demolition. The overwhelming majority of waste in landfills is construction debris due to standard demolition methods, which knock down homes with a wrecking ball and subsequently discards all of the materials. The deconstruction of buildings takes about three times as long but ultimately saves money, as the materials are salvaged, re-sold, and reused for new construction elsewhere. Where possible, Paterson should explore opportunities to deconstruct buildings and salvage the materials for future use.

Unfortunately, some demolition in Paterson happens by neglect. Every effort should be made to salvage the materials and reuse them for either new construction or in the improvement of the public realm along streets and in parks. A materials bank could be created as a resource of locally salvaged building materials for use in the ongoing revitalization of the Greater Spruce Street neighborhood.

D. Advocate for the clean up of contaminated sites – including the Passaic River

> short-term recommendation

As new construction is built greener in the Greater Spruce Street neighborhood, the community must not overlook the environmental health of its existing natural resources – its land and waterways. The ecology of these assets, contaminated brownfield sites and the notoriously polluted Passaic River, should be restored such that the land and the River can be put back to productive use once more. Brownfield remediation and River restoration are complex, costly, and long-term endeavors, but advocacy efforts should begin immediately not only to protect public health and improve the health of the natural environment, but also to reinforce the neighborhood’s commitment to being green and eco-friendly.

Members of the Greater Spruce Street neighborhood should reach out to the Paterson Environmental Revitalization Committee (PERC) to stay informed about progress with brownfield remediation initiatives in the area. Environmental advocates should also build a relationship with the Passaic River Coalition²⁵ to help promote the cleansing of the Passaic, such that when the Great Falls and its riverbank mills enter the national spotlight, they are safe and active places to explore and enjoy.

²⁵ See: www.passaicriver.org for more information about protecting water quality and quantity within the Passaic River watershed.

E. Enlist green professionals (architects and engineers) in conducting training courses for Paterson’s developers and manufacturing and construction workers on green methodologies

> short-term recommendation

Although a national movement, many developers, contractors, and designers are not aware of the techniques and harbor misconceptions about the costs associated with green design. This is often particularly true of smaller companies that operate locally. Green professionals who are accredited by LEED should be recruited to teach immersion courses on green design. These courses could be organized as a continuing education program for contractors, developers, and designers required to receive permitting for development projects in Paterson. A partnership between NJCDC, the Paterson Historical Commission, the Paterson Housing Authority, and the Paterson Restoration Board could serve as the forum through which courses are marketed and organized.

F. Encourage a greener jitney fleet

>>> long-term recommendation

One of the largest contributors to pollution is idling trucks, buses, and vans. Paterson is currently served by an extensive fleet of these types of vehicles, most of which are operated by private entities. The City should work with van operators to seek funding sources to green their fleets, which will be better for the environment and ultimately save the operators money in reduced gas costs.



A greener jitney fleet would improve air quality.

G. Create “Green Collar Jobs”

>>> long-term recommendation

What is a “green collar” job? People involved in economic development across the country are scrambling to answer the same question. Roughly speaking, green collar jobs relate to any work in the environmental field which encompasses everything from landscaping to windmill production. The added benefit is that green collar jobs are able to provide employment opportunities across an entire spectrum of skills from the highly trained and educated to those with no training and no high school diploma. According to the American Solar Energy Society, there were 8.5 million green-collar jobs nationwide in 2007. That figure is expected to grow to 40 million by 2030.

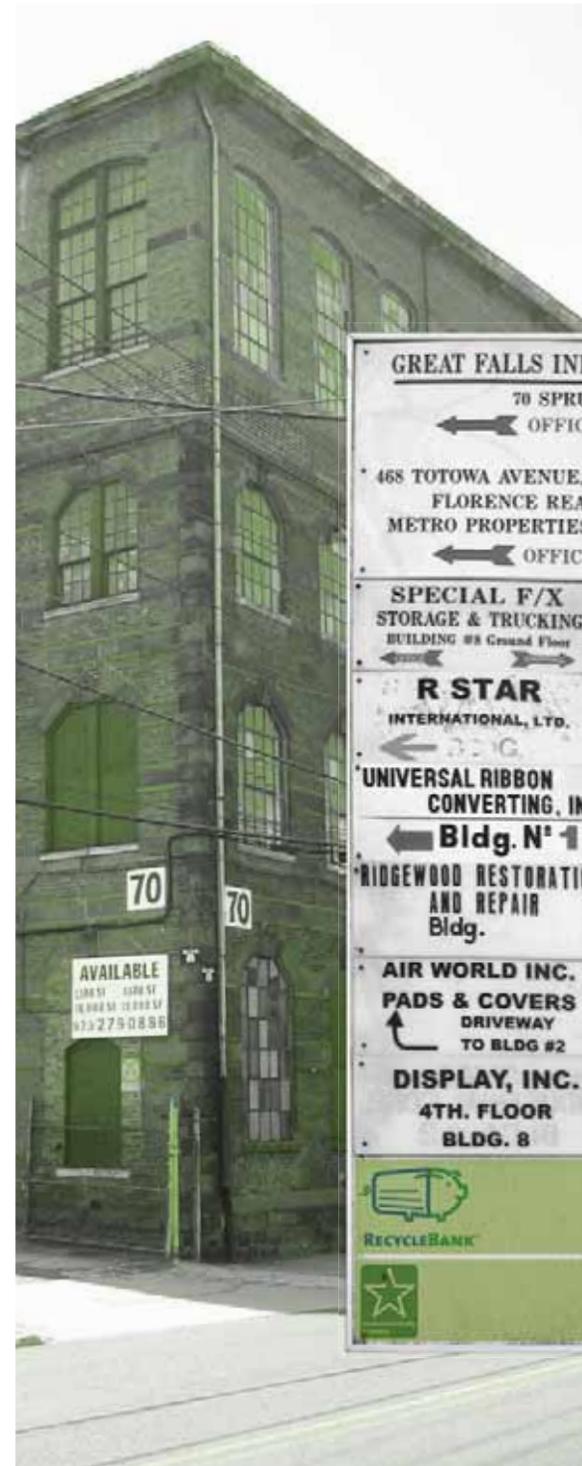
In addition to the initiatives described above to cultivate a local green industry by building green and training local residents to build green, Paterson should also prepare for the possibility of attracting new green industries to the Greater Spruce Street neighborhood.

- Commission a study to determine what skills renewable-energy companies would need in the work force and the best way in which to address those needs in collaboration with research institutes, state, and community colleges. Green collar jobs are linked to an emerging industry, which means defining a specific skill set to meet the demands of that industry a challenge. What usually occurs is that the predominant skills used in previous industries are the driving force behind new green collar industries, and Paterson’s existing labor market has technical and mechanical skills from prior and ongoing industrial production that could be developed to support growth in green industries. A focused study on the region’s environmental assets, proximity to markets, and workforce opportunities would help to define a direction for growth in this industrial sector.
- Begin a dialogue with the State of New Jersey to incentivize environmentally-friendly operations. Specifically, explore the possibility of establishing an Edison Innovation Zone in Paterson, including the Saint Joseph’s campus and the portion of the Greater Spruce Street neighborhood bordered by Mill, McBride, Hoxey, and Route 80.²⁶

²⁶ See the NJEDA website for more information on Edison Innovation Zones. www.njeda.com/web/Aspx_pg/Templates/Pic_Text.aspx?Doc_Id=137&menuid=777&topid=718&levlid=5&midid=730

- Consider developing a catalyst project to jumpstart the interest in green industry in Paterson by attracting several green industries to establish sales and showroom spaces in one building. The attraction of the Great Falls, proximity to highways, and location next to one of the country's largest markets for green products (New York City) makes this an opportunity for Paterson to provide unique and low-cost space for the co-location of production and warehousing operations with related retail and showroom components of multiple businesses. This would allow green businesses to take advantage of the UEZ sales tax rate. The clustering of green industry showrooms would be a strategic move for these businesses, as one developer or business person who may be interested in green products or technologies of one business would also be exposed to the products of the other green industries. It would also result in a "branding advantage" by creating a place-specific identity associated with green business, with opportunities to market the identity using signage visible from Route 80.

Although currently in private hands, when and if the opportunity arises for adaptive reuse, the former Barbour Flax Mill at 70 Spruce Street, now the "Great Falls Industrial Park Inc.," and the Former Casper Silk Mill on McBride Avenue between the Costello Pool and the Passaic River should be considered as potential sites for green adaptive reuse. Both of these historic industrial complexes have low buildings ideal for shared showroom space or warehousing space, as well as multi-story buildings that would be ideal for administrative green business space or additional sales offices.



If and when the opportunity arises to reinvent the Great Falls Industrial Park, it could become a green showcase for the City and region.

4.6 Accommodate the potential tourism industry

Paterson does attract some tourists, but there is immense potential to increase visitor-ship now that the National Park designation has been enacted by the Senate. Dollars generated from tourist revenue will help to fund other improvements identified for the surrounding neighborhood in this plan as well as improve the financial bottom line of the City.

A. Market Paterson to travel guide publishers and travel websites to encourage them to include Paterson in New York visitors' guides as a day trip destination

> short-term recommendation

Visitor guides that identify day trips from New York City include destinations much farther a field than Paterson yet exclude Paterson entirely. Paterson should be discovered by those that live in the region. Within easy reach of a substantial population, encouraging more day trips to Paterson would result in a significant economic benefit to the City. Web sites, travel guide publishers, and even newspaper advertisements should be considered to generate more local tourism.

B. Establish a youth hostel to provide low-cost accommodation for visitors

>> intermediate-term recommendation

Establishing a youth hostel will put Paterson on the map of international youth hostels and help to generate additional visitors, particularly international travelers that may have an interest in natural systems and urban hiking. A hostel could be established within the vacant upper floors of specific buildings on Main Street.

C. Encourage the development of a hotel and conference center in the Great Falls area

>>> long-term recommendation

As discussion of creating a National Park around the Great Falls evolved, many previous plans recognized the eventual need to provide a hotel near the Great Falls to serve the projected increase in tourists. In addition to a hotel, a small conference center of approximately 10,000 square feet should be considered to serve as a marketable location for day retreats for large businesses located in New York City or in other regional office centers.

The optimal site for the hotel and conference center is located along Market Street between Spruce and Mill Streets. Currently proposed for a parking garage by the City, this plan recommends instead establishing that parking garage in the rear of the Bus Barn, thus freeing the site along Market Street to house the hotel and conference center. The site's amenities for a hotel include views of the Great Falls, convenient location to the proposed Rogers Bus Barn parking garage, and proximity to the lower raceway. The site is also publicly owned, used currently as a surface parking lot. The hotel should be developed to leave a green, terraced ramp to connect the proposed "L'Enfant Walk" adjacent to the Rogers Bus Barn, the lower raceways, the Visitor Center, and the Great Falls (see Recommendation 6.4A for a diagrammatic site plan).

If the market conditions continue to hold back development of a hotel near the Great Falls, the site along Market Street should be considered for mixed-use development with retail on the ground floor and a combination of offices and housing above. In this scenario, a future hotel and conference center could be built where it has been proposed previously as a part of the Great Falls State Park Master Plan along McBride Avenue next to the existing Visitor Center.

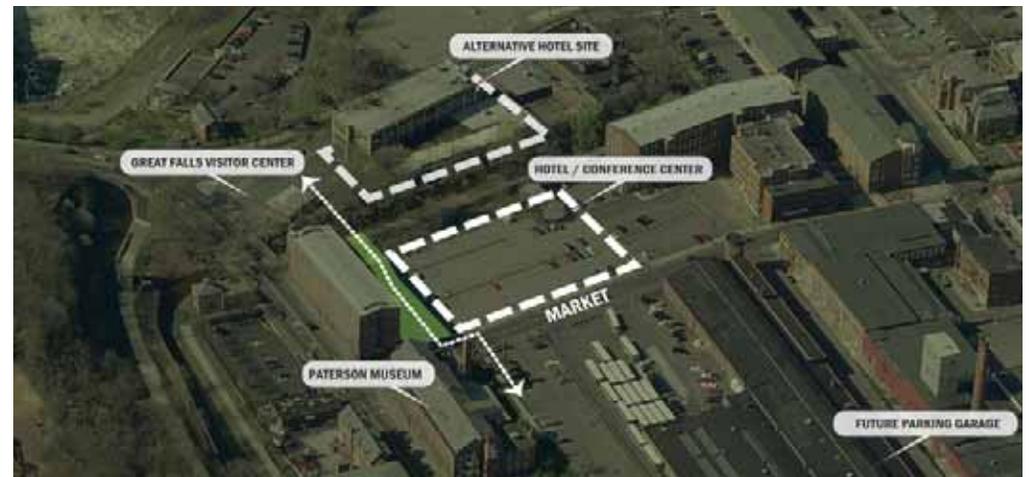


Figure 65. Potential hotel development opportunities

4.7 Encourage commercial development in the Greater Spruce Street neighborhood

Encompassing a portion of downtown, Greater Spruce Street is already defined in part by a concentration of commercial services. Many of these services, however, are duplicative, and many others have moved to locations outside of the City. These recommendations are focused on expanding the range of commercial services, providing more support for small business owners, and revitalizing Main Street.

A. Increase the awareness of small business support and development programs

> short-term recommendation

The majority of employment in Paterson is due to small businesses. But starting and maintaining a small business can be a daunting task. Financial resources are available, but navigating the ins and outs of programs and financial assistance can be a challenge, particularly for non-native English speakers.

Greater awareness of existing resources is needed to support the growth of small businesses. New marketing materials, translated into multiple languages, should be created to highlight the local resources available including:

- **Downtown Paterson Special Improvement District:** The Downtown Paterson Partnership, founded in 1997, operates the Downtown Paterson Special Improvement District, which sponsors retail promotion activities in Downtown Paterson.
- **Paterson Small Business Development Center:** The Paterson Small Business Development Center (SBDC) is operated by the Urban Enterprise Zone (UEZ) and is the first street front SBDC in the state. All other SBDC's are located on college campuses. The center runs a seven week training program centered around developing a business plan, obtaining financing, doing business with the government, and using the Internet to advance a business. The participants are charged a one-time \$100 fee. The center also maintains an entrepreneurial library for all interested parties.
- **The Business Improvement Grant Program:** The Business Improvement Grant Program run by the UEZ is available to all commercial and mixed commercial use properties within the Paterson UEZ (see Figure 66 on the following page for Zone boundaries), **excluding Main Street, which has its own façade improvement program through the UEZ.**
- **The Revolving Loan Program:** The UEZ Revolving Loan Program was created for qualified UEZ businesses to provide the financing necessary to promote economic growth with the City of Paterson. The UEZ Loan program makes additional financing available for projects that might not otherwise be financed through a private bank. The Revolving Loan Program also allows resident businesses to save money on the cost of their debt, thereby allowing more money to be reinvested in the business' expansion and creation of additional jobs.
- **Paterson Restoration Corporation:** The Paterson Restoration Corporation recently launched a micro-loan program that provides \$500 to \$10,000 grants to assist Paterson residents in starting or expanding their own businesses in Paterson. The program's initial seed money is set aside to the tune of \$350,000. All those applying for one of these loans must take a counseling course through the Small Business Development Center.
- **Urban Development Action Grants:** The city has established a revolving loan fund using UDAG (Urban Development Action Grant) funds that provide up to \$100,000 in loans at 6% interest to businesses moving to or expanding in Paterson. In addition, with \$300,000 of CDBG (Community Development Block Grant) funds, the economic development division has instituted a loan guarantee program where small business wishing to begin operations or expand operations in Paterson can borrow up to \$25,000.

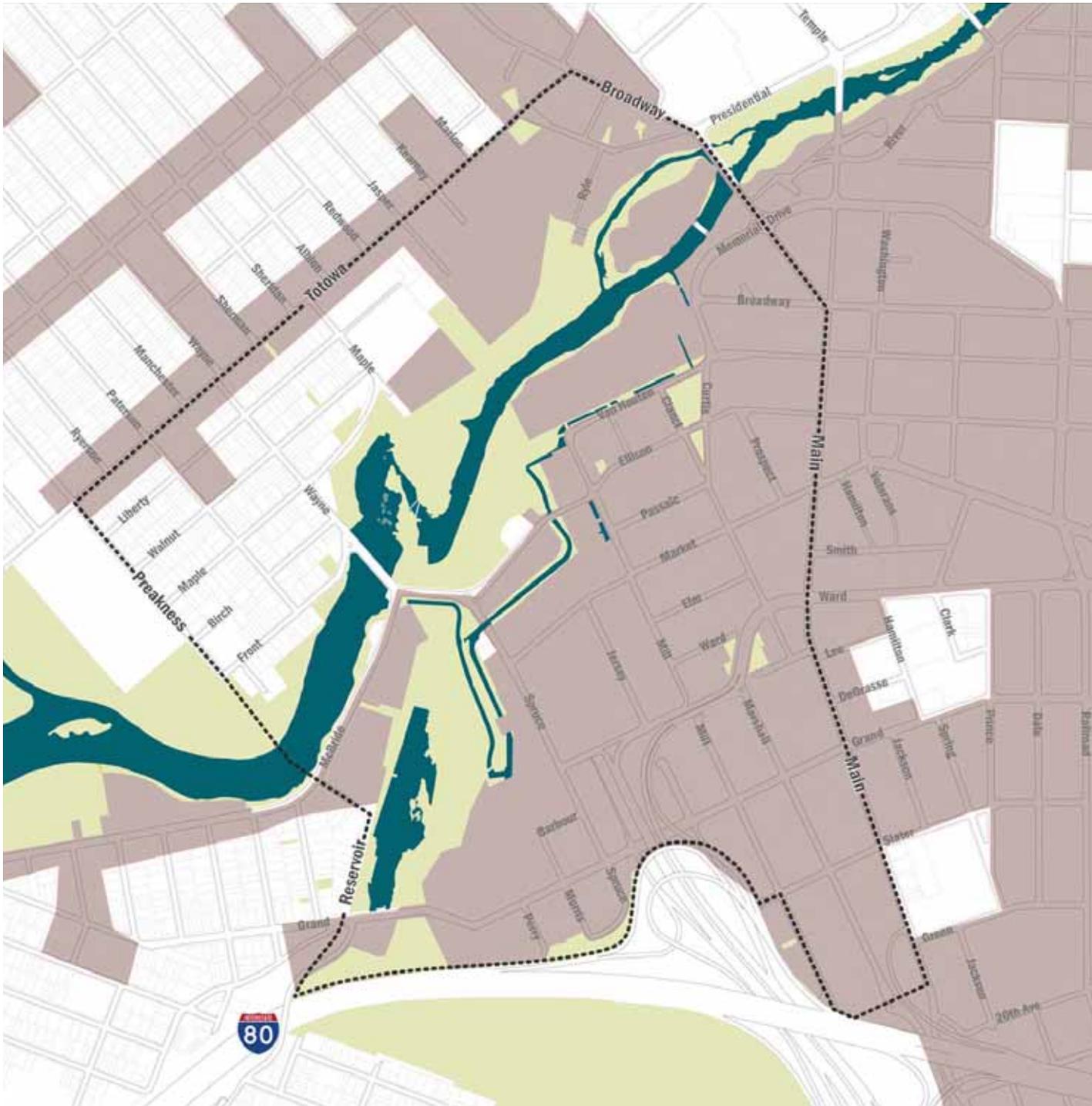


Figure 66. Urban Enterprise Zone

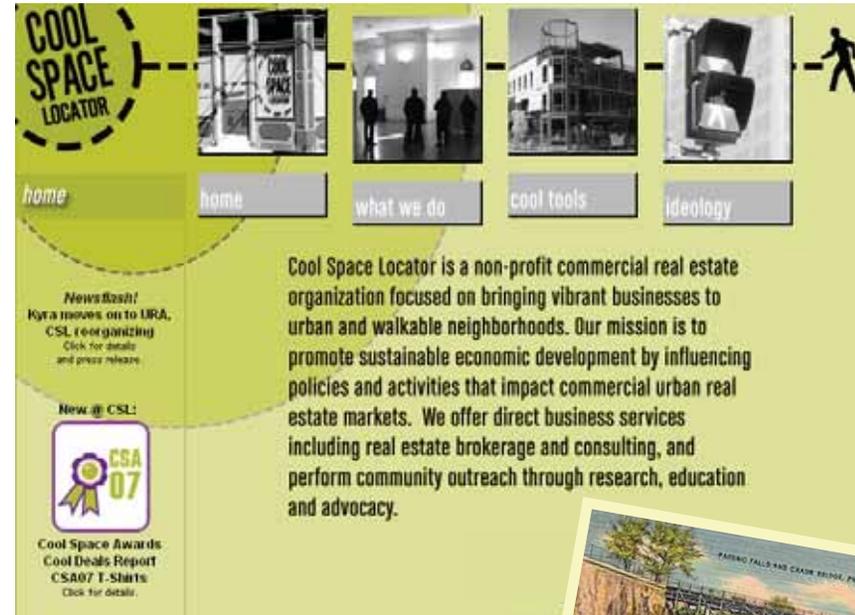
Urban Enterprise Zone

B. Recruit businesses to fill commercial service gaps

>> intermediate-term recommendation

The neighborhood survey indicated that a large number of people do some of their shopping in Paterson, but these residents also indicated that they leave the City for shopping as well. Some things are available locally while others necessitate a trip to the mall. As the Greater Spruce Street neighborhood expands with more housing, offices and other uses, there will be more potential demand for retail services. The City should actively recruit and fill commercial service gaps where possible to create more of a neighborhood downtown.

- The Chamber of Commerce and Downtown Paterson Special Improvement District should create a central clearinghouse to catalog and market vacant space within downtown and along commercial streets and market that space to prospective tenants. This database should be kept online to allow the widest access possible and assist building owners in recruiting businesses to the neighborhood. There are two keys to making this effort successful. This database must be maintained and updated monthly and marketed through the appropriate channels such as the local Chamber of Commerce, local websites, real estate firms, business organizations, and any small business assistance groups so that it is being used by as many people as possible. The more use this database gets, the more value it will provide to the City and its respective building owners.
- Attract new businesses that would provide activities for Paterson's youth population. During planning meetings, the YouthBuild students and NJCDC teen center participants had no shortage of ideas about the businesses that they would like to see open in Paterson, providing teens with fun, safe places to hang out. As revitalization moves forward and the market for commercial development grows, the Youth Squad (Recommendation 1.2B) should be at the table to review development proposals and offer their comments and suggestions. Opportunities to fill this commercial services gap include: "an **arcade, a martial arts studio, a music store/guitar center, a gym, and stores that sell clothes, sneakers, books, and electronics.**" A Guitar Center was mentioned repeatedly as there are many young musicians in Paterson without ready access to a music store within the City.



Source: www.coolspacelocator.com



➔ *In 2028, Greater Spruce Street...*

"has places for kids to hang out, for example a bowling place, more clubs, clean places to eat"

"is a great place for your kids to grow up ... full with rec centers, movie theaters, football + baseball fields, malls, and parks... come down and give us a try - this is a city that will excite your life!"

Postcard from the future written by a local teen during the planning process.

C. Create new markets for fresh food

>> Intermediate-term recommendation

46% of Survey respondents said they leave the neighborhood to buy food, and, when asked what residents would like to see in the community, a grocery store was the top choice of all participants. The Riverside Village retail development plans currently include a 27,000 square foot supermarket. This supermarket will be a benefit for residents but there is still opportunity to marry the needs of local residents with the potential of additional tourism. An international spice market occupying the front of the Rogers Bus Barn, if and when the opportunity arises for adaptive reuse of the structure, would provide a unique location to serve the foods needs of residents and visitors alike. The Greater Spruce Street community should also begin discussions with the Paterson Farmers Market to determine the possibility of creating a weekly satellite location established outside of the Bus Barn to reinforce the development the spice market or across West Broadway from the Riverside Village development. This type of specialized grocery location would serve both Paterson's ethnically diverse resident population, as well as visitors to the Great Falls area.

The alternative to a spice market in the front of the Bus Barn is to pursue a locally owned specialty food store like Corrado's (www.corradosmarket.com), which currently has one location nearby in Clifton. If a foreign trade zone is established as described in Recommendation 4.4D, imported foods could be obtained at a lower cost to local ethnic restaurants, food producers, and caterers.



A spice market with prepared food stands at the bus barn could meet the food needs of locals and tourists alike.

D. Encourage the establishment of medical professional offices in the neighborhood

>> Intermediate-term recommendation

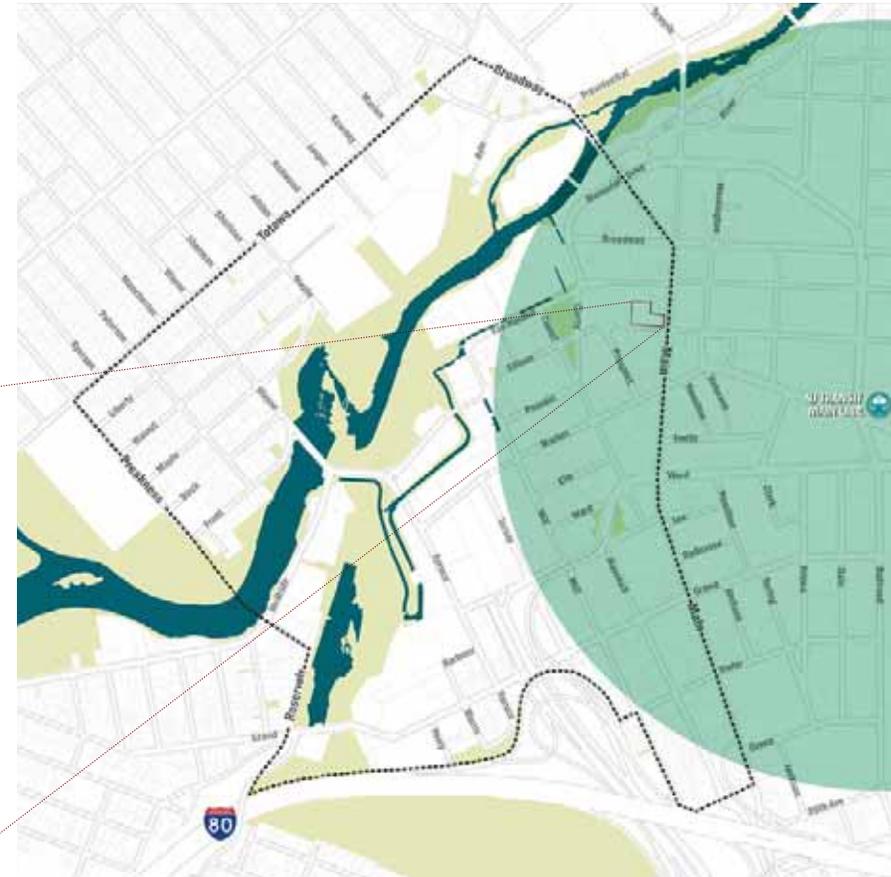
There is a lot of underutilized and vacant space within the existing buildings throughout the community. But these spaces are also opportunities to bring new services to the community. Reuse of the upper floors along Main Street for new medical and dental offices should be encouraged as a first priority, but many spaces in the community could serve as adequate offices for doctors and dentists. The presence of these offices would bring job opportunities for qualified residents, transform vacant buildings into productive uses, spur greater spending on adjacent uses like restaurants and retail, and bring much-needed medical services closer to the community.

Incentives exist to support these types of uses most notably through the Health Care Enterprise Zone. Legislation was signed in 2004 that offers physicians and dentists financial incentives to set up and maintain practices in state-designated medically underserved areas of the State; Paterson received such a designation as a health enterprise zones (HEZs).²⁷ The State designates medically underserved areas for the purpose of encouraging primary care physicians and dentists to establish offices in those zones with a range of financial incentives. These include the ability to deduct from their State taxable income a proportion of their net income compared to gross receipts from providing services to Medicaid recipients and other designated programs. Participants are also eligible to apply for low-interest loans from the New Jersey Economic Development Authority (NJEDA) to construct and renovate office space, and allowed to take an exemption from property taxes if approved by Paterson.

E. Encourage adaptive reuse of vacant commercial space on Main Street or underutilized mill building space for use in health and medical facilities

>>> long-term recommendation

The City should encourage Saint Joseph's Hospital to complement its current expansion plans with the establishment of an outpatient facility in the Greater Spruce Street neighborhood. The perfect opportunity is to plan for the long-term reuse of the Quakenbush Building, formerly a department store and now a privately held mixed use structure, as this facility for the Hospital, if such an opportunity presents itself. Located within a ½ mile from the New Jersey Transit Rail Station, the building's renovations are eligible for the Urban Transit Hub Tax Credit Program which offers tax credits that, in some cases, fully reimburse large companies for capital costs and other qualified capital investments²⁸ associated with the development of new (or renovated) offices. To qualify, a company must have at least 250 full-time employees and make a minimum of a \$75 million investment.



Area within ½ mile of Train Station

Figure 67. 1/2 mile from the NJ Transit Train Station

²⁸ “Qualified capital investment” includes the site preparation and construction, repair, renovation, improvement, equipping, or furnishing of a building, structure, facility or improvement to real property. Capital investment includes obtaining and installing furnishings and machinery, apparatus or equipment for the operation of a business in a building, structure, facility or improvement to real property, site-related utility and transportation infrastructure improvements, plantings or other environmental components required to attain the level of silver rating or above in the LEED® building rating system, except that it does not include soft costs such as financing and design, furniture or decorative items such as artwork or plants, or office equipment with a useful life of under five years. Also included is remediation of the qualified business facility site, but only to the extent that such remediation has not received financial assistance from any other Federal, State, or local funding source.

F. Continue to revitalize the Main Street commercial corridor at street level

>> Intermediate-term recommendation

Main Street is a corridor with unique potential. Unlike many downtown commercial streets in other cities, Main Street continues to boast significant buildings and a comfortable scale. Main Street is a primary component of the Paterson Downtown Commercial Historical District, which is a part of the National Register of Historic Places. The district encompasses 410 acres and 210 buildings, many of which are excellent examples of beaux-arts style design.

Over the years, many of these structures have undergone what has been sometimes referred to as “unsympathetic renovations.” But while there is a desire and need to protect the buildings on Main Street that are significant, there are many other buildings that can and should be redeveloped.

Revitalizing Main Street will need to build on previous and ongoing initiatives and address the myriad challenges that impact the reuse of both the ground floor and upper floors (see Recommendation 4.7G).

- Hold UEZ Storefront Improvement Grant workshops and information sessions for Main Street property owners. Create plaques or window signs for buildings whose façade improvements have been achieved utilizing a Main Street Façade Grant to increase awareness of the availability of funds to other Main Street property owners.

- Encourage the establishment of a more active business association. An active business association can be a powerful voice to coordinate responses to larger issues and concerns, undertake marketing initiatives, and provide useful information to existing and new businesses. Most importantly, business associations help to create a stronger sense of ownership and belonging to a corridor. Main Street could benefit from an additional voice to advocate for its future.
- Develop a design to use LED lights to amplify key building details at night. LED lights are low in cost, extremely low maintenance, and flexible. The ultimate design for Main Street’s lighting should consider how the LED lights may be re-used for specific holidays like Christmas, which would help to drive more business downtown.
- Improve store window retail displays by running a window display design workshop. Other cities have also hired consultants to come in and work directly with store owners on merchandising and storefront window displays.



“I don’t want to see Clorox in the window.”



- Make temporary use of Main Street's vacant spaces through art. In accordance with this plan’s goals to turn up the volume on the local arts scene, vacant storefront windows and boarded upper floor windows should be viewed as canvases for temporary art. Storefront art installations from video to painting have been a successful strategy utilized in a number of cities. What would set Paterson apart from other cities is to be playful in integrating art on the upper floors. Even silhouettes of people painted on the boarded windows would provide a unique feel to the street.

Figure 68. Potential enhancements to Main Street

G. Actively pursue strategies to bring Main Street's upper floors back to life

>> intermediate-term recommendation

Beyond temporary solutions like art installations to reinvigorate the upper floors of Paterson's Main Street, the City of Paterson and the Greater Spruce Street neighborhood should pursue longer term strategies to bring Main Street's vacant upper floors back to life. Tactics include:

- Evaluate the way in which properties on Main Street are being taxed, and craft a new policy that offers incentives for renovating and leasing the currently vacant upper floor spaces. The incentive might come in the form of tax relief or more lenient development regulations, like reduced parking ratios for upper floors that come back online as residential units or commercial office space. The businesses in the ground floor will be bolstered by the additional foot traffic created by upstairs tenants.
- Encourage the redevelopment of underutilized and non-historically significant structures to accommodate new construction. The best streets evolve to accommodate a healthy mixture of old and new buildings. Main Street should emulate these examples and target key vacant and deteriorating structures for complete redevelopment. Given the depth of buildings along Main Street and the lack of alley access, gaining access to the upper floors without going through the ground floor retail space is extremely difficult. The redevelopment of select

properties would provide the opportunity to create a secondary access point to the upper floors of adjacent buildings through the side party walls. Depending on the width of the redeveloped property, a small alleyway access point to the upper floors could be purchased by the adjacent owner if both properties are not owned by the same entity.

- Provide design assistance to develop strategies to reuse vacant upper floors. As noted, many of the buildings along Main Street are designed with only one access point to the upper floors – through the ground floor retail space. The cost of developing architectural concepts and plans to solve this problem is likely a deterrent to many owners even though they stand to potentially make money on the reuse of the upper floors. The City, Paterson Restoration Corporation, and UEZ should consider subsidizing the services of trained architects to develop reuse strategies on a case by case basis. To jump start the process, the City should consider reaching out to NJIT to run an architecture studio dedicated to getting students to help identify solutions for these constraints.
- Capitalize on the dollars available through the State's multiple Transit-Oriented-Development (TOD) programs. Main Street is well within a ½ mile of the NJT train station thus making it eligible for a host of financial resources. Main Street should be marketed as Paterson's main TOD district and positioned to receive dollars from such programs as the Urban Transit Hub Tax Credit Program, Smart Commute Initiative, and the Transit Village program.



H. Consider the future redevelopment potential of key sites

>> long-term recommendation

While the Gas Station at the corner of Oliver and Spruce Streets, the Go-Go Bar at the corner of Spruce and Grand Streets, and the Burger King at the intersection of Spruce and Market Streets are all active commercial uses, the neighborhood should keep these sites in mind as Greater Spruce Street revitalizes. Long-term, these key corners within Greater Spruce Street's urban campus may prove attractive for higher or better uses.

Examples of public art drawing attention to the upper floors.



5. Engaging Parks and Play Space

The designation of the Great Falls area as a National Park promises to establish a magnificent open space amenity that residents of the Greater Spruce Street neighborhood, the City of Paterson, and visitors from all over the world will be able to enjoy. The looping trails of the proposed design will provide a variety of ways to experience the many unique natural features of this environment, many of these vantage points hidden from public view for decades. The opportunity to extend these paths and open space connections at a variety of scales should also be considered: the important question of how the new park at the Great Falls will be integrated with the public realm of the Greater Spruce Street neighborhood should be accompanied by the equally important question of how this great new asset will be linked to the region's recreational and open space network. As wonderful as it will be to have a transformed Great Falls area, these improvements alone will not satisfy all of the recreational needs of the Greater Spruce Street neighborhood. Recommendations addressing recreation and open space issues as they relate to both visitors and citizens alike are presented in the following section.

5.1 Make the future Great Falls National Park the threshold to New Jersey's natural assets and extend connections into the community

The Great Falls will be an important park and open space destination. But the Great Falls will also be a gateway to the surrounding community and a regional open space network. These recommendations are targeted toward expanding the reach of the Great Falls by improving connectivity to the surrounding neighborhoods and coordinating open space improvements in nearby parks.

5.1

A. Support the improvement of Great Falls Park

> short-term recommendation

Local leaders should become stewards of implementing the vision for the Great Falls National Park, as the improvements planned for the area constitute a major factor in the overall revitalization strategy of the Greater Spruce Street neighborhood.

This study fully endorses the designs proposed for the area by Field Operations, the implementation thereof having been taken as an underlying assumption of the recommendations and proposals of this study. The anticipated Great Falls park improvements create immense opportunity for the Greater Spruce Street neighborhood, but also raise new challenges and questions that should be addressed in the near term.

- The anticipated increased visitorship should be determined by an informed study. This information should be used to assess the parking needs to accommodate increased visitorship, and therefore used to determine solutions for establishing the necessary facilities in the area.
- If the designation of the Great Falls park as a National Park will require facilities for housing the administrative and operational functions of the National Park Service, these needs should also be determined. This study proposes the location of National Park Service office space, should it be required, in the upper floors of the former Rogers Locomotive Administration building.
- In addition to providing political and organizational support to aid in implementation of the Great Falls State Park Master Plan, local leaders can promote the revitalization of the Great Falls and Greater Spruce Street area by organizing temporary public art installations, potentially interacting with the kinetic potential of the waterfall or the flow of water through the raceways to bring attention to the area's rich history, unique identity, and promising future. The natural features of the immediate environment surrounding the falls should also be taken advantage of in a similar fashion by introducing visual or experiential elements to bring visitors' attention to Paterson's unique features, creative talents, storied past, and historic textures.

precedents: waterproof

Providence, Rhode Island's Waterfire is a periodic installation occurring multiple times per month from spring to fall in which 100 small floating bonfires are lit on the three rivers of the historic downtown Providence area. The bonfires cast a glow on the surrounding historic structures, which creates an immersive experience in Providence's downtown. Waterfire is an event that has become closely associated with the rebirth of downtown Providence.

www.waterfire.org

In Boston's Fort Point Channel the local arts community, fittingly named the Fort Point Arts Community, Inc. commissions local artists to make temporary installations in Fort Point Channel between Boston's Financial District and South Boston each year to advertise its annual Open Studios.

www.fortpointarts.org



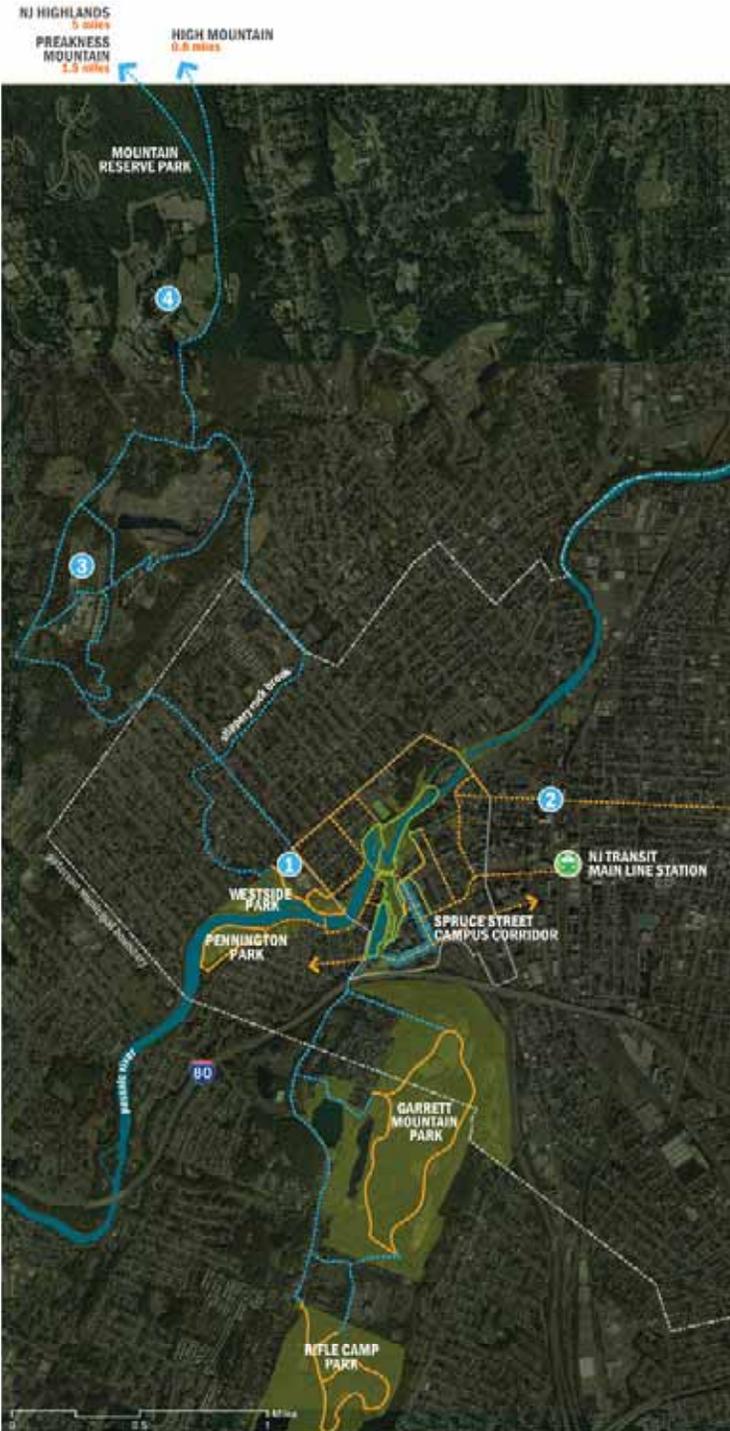


Figure 70. Proposed connection between Spruce Street and Garrett Mountain

Figure 69. Potential regional trail system

- GREAT FALLS STATE PARK MASTER PLAN OFF-STREET PATHS
 - EXISTING OFF-STREET PATHS
 - PROPOSED BIKE LANES/SHARED LANES
 - PROPOSED EXTENDED CAMPUS CORRIDOR PATH
- JFK HIGH SCHOOL
 - PASSAIC COUNTY COMMUNITY COLLEGE
 - PASSAIC COUNTY TECHNICAL INSTITUTE
 - WILLIAM PATERSON UNIVERSITY
 - SPRUCE STREET CAMPUS SCHOOLS
 - INTERNATIONAL HIGH SCHOOL
 - COMMUNITY CHARTER SCHOOL OF PATERSON
 - MICHAEL'S ENERGY FACTORY
 - GARRETT MORGAN ACADEMY
 - DAWN TREADER CHRISTIAN SCHOOL

B. Establish a regional trail system to maximize the regional connectivity potential of the Greater Spruce Street neighborhood open space network

>>> long-term recommendation

Although establishing regional trail connections will require coordination among several stakeholder groups and multiple distinct planning efforts, beginning the dialogue today for establishing the regional multi-use path connections of tomorrow is the first step in integrating the Greater Spruce Street neighborhood in a continuous recreation network extending all the way to the natural destinations of the Highlands.

Long-range open space planning efforts might consider extending the Spruce Street “campus green” multi-use path linking educational institutions and natural assets between High Mountain Wilderness Park and Rifle Camp Park. One linear path could connect High Mountain Wilderness Park (Preakness Mountain), Mountain Reserve Park (High Mountain), William Paterson University, Passaic County Technical Institute, West Side Park, JFK High School, Great Falls National Park, the Spruce Street “main campus” (via Upper Raceway Park), International High School, New Street overpass “land bridge,” and the Garrett Mountain Reservation/Rifle Camp Park network of paths and recreational facilities. Planning a path alignment to link these schools would not only create new meaningful partnerships among the area’s educational institutions, it could also improve the likelihood of implementing such a path, as campus facilities administrators and capital planning and real estate management professionals could provide the necessary leadership and technical assistance.

This potential path, which depending on the chosen alignment would be approximately 10 miles, could be continued in either direction, continuing to the south to include the Montclair State College Campus, and extending beyond High Mountain Wilderness Park into the vast open space reserves of the New Jersey Highlands. Potential alignments are shown in Figure 69.

C. Establish bicycle and pedestrian connections to Garrett Mountain Reservation recreation facilities

>> intermediate-term recommendation

Implementing an extensive path route such as the one previously described must be thought of as a series of segments—each segment is implemented when possible, with the ultimate goal of creating a continuous route. Tactical implementation by segment with an overall strategy of continuity is the mode by which some of the more ambitious regional trail projects, such as the 3,000 mile East Coast Greenway, seek to achieve their vision.

Connecting Garrett Mountain to Greater Spruce Street would perhaps be of the greatest benefit to the community but also represents one of the more difficult segments to implement. Providing 568 acres of open space featuring several miles of multi-use paths, basketball courts, picnic areas, a fishing pond, and an equestrian center offering horseback riding lessons, as well as a spectacular view of the Manhattan Skyline, Garrett Mountain Reservation is Passaic County’s major recreational destination. Garrett Mountain is also home to Lambert Castle Museum, one of Paterson’s great historic monuments and the home of the Passaic County Museum. A connection to Garrett Mountain would serve as a critical link in a potential regional open space network but would also stand alone as a vast improvement of community access to open space.

Although Garrett Mountain Reservation is literally a stone’s throw from Spruce Street, the two areas are separated by 160 feet of concrete constituting the eight lanes of Route 80, as well as by some fairly extreme topographical changes at the foot of Garrett Mountain. All roads providing access over or under Route 80 within a one-mile radius of the Greater Spruce Street neighborhood also serve as highway on and/or off-ramps (making them undesirable locations to consider opportunities for pedestrian or bike access), with the exception of New Street, which passes over Route 80 from Grand Street near the reservoir. New Street presently has a narrow sidewalk only on the south side, making access to Garrett Mountain by bicyclists and pedestrians an uncomfortable prospect. The expansion of the New Street overpass to add a separate lane in each direction for pedestrian and bicycle access should be considered.

D. Improve access to the Upper Raceway Park and Costello Pool

>> intermediate-term recommendation

As a part of the regional trail system, improved access to some key amenities is critical for both the health of the trail network and to improve their use by local residents.

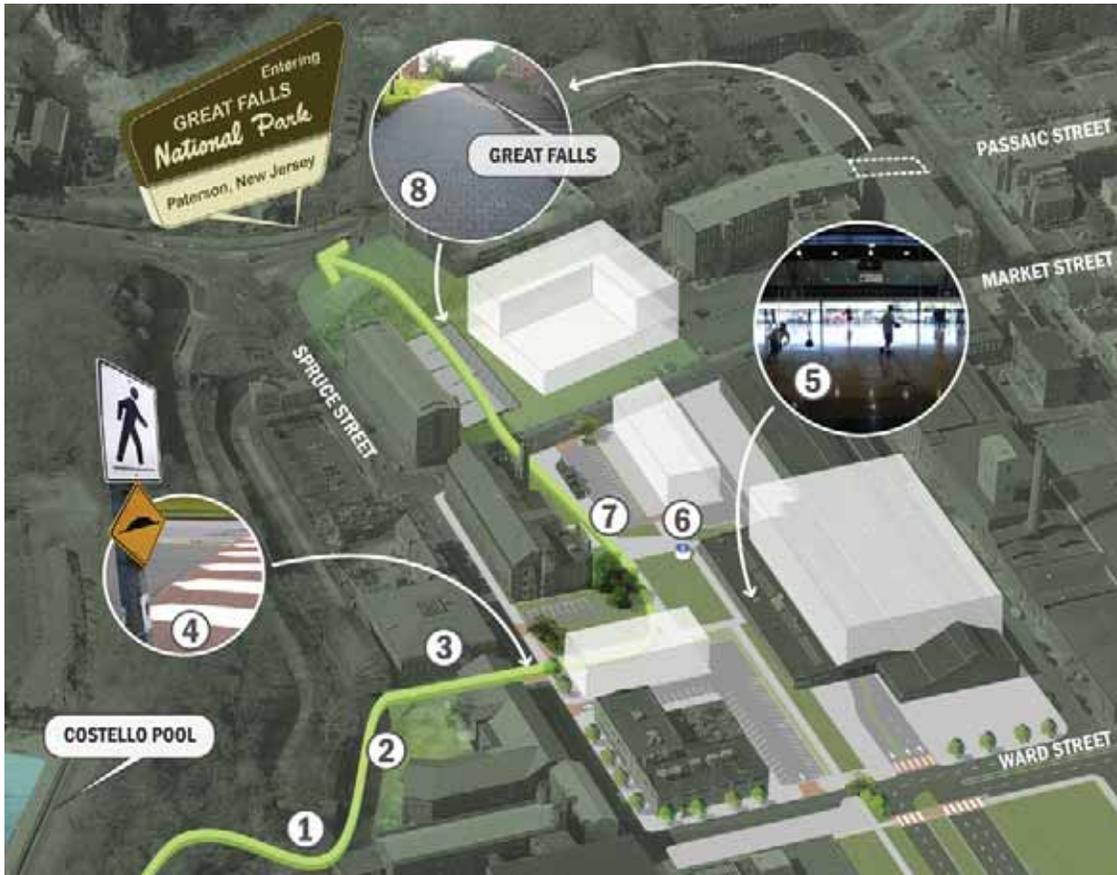
- Improve the existing Grand Street entrance. The Grand Street entrance to Costello Pool and the Upper Raceway Park should be improved with signage, lighting, and other streetscape elements to announce itself as a gateway to the facilities beyond. An improved entrance should be accompanied by a crosswalk and HAWK signal to provide safe access across Grand Street, but it is recommended that this access be provided a short distance down Grand Street at the New Street/Reservoir Avenue intersection so that it may serve the dual function of providing access to a future New Street bike and pedestrian path alongside the Route 80 overpass, as described in the previous recommendation.
- Explore the possibility of providing direct access from McBride Avenue, connecting Pennington Park and the Passaic River to the future reservoir path and restored Costello Pool facility. An opportunity to provide access may be found at the strip of unbuilt area just north of the former Casper Silk Mill.
- Create privately owned but publicly accessible plaza areas behind the historic Spruce Street mill buildings to connect the raceway paths (see **1** and **2** in map and detail at right) to Spruce Street (see **3** in map and detail at right), establishing a publicly accessible progression from the reservoir to the Upper Raceway paths, along the Upper/Middle Raceway spillway to the proposed L'Enfant Walk linear park on the former Rogers Locomotive Company Complex block. A porous public space between Spruce Street and the Raceways will complete an immersive experience of these historic buildings, rather than restricting views to the Spruce Street facades. Public access to these hidden spaces will also provide additional interpretive areas to describe the historic functional relationship between the raceway canals and the mill buildings. The addition of fish in the raceway system would reinforce their status as living waterways.

E. Make L'Enfant Walk a connective linear park

>> intermediate-term recommendation

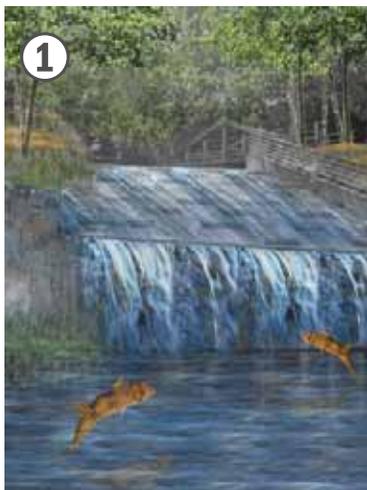
The design for the Great Falls State Park Master Plan includes an arm that extends from the Great Falls area across the McBride Avenue Extension and Market Street, onto the interior block area of the former Rogers Locomotive Company Complex, where it is named “L'Enfant Walk” in honor of Pierre L'Enfant's original plan for the S.U.M. hydropower industrial system. The conceptual site plan of this study proposes integration of this potential open space asset as a linear park connecting the upper and middle raceways to the Great Falls area and providing a welcoming environment for visitors exiting the proposed parking garage (see Figure 71 at right and Recommendation 6.4A for more information).

The linear park could follow the lead of the Paterson Museum in accentuating its pathways with historic and interpretive artistic sculptural objects expressing the materiality and telling the story of the Silk City's origins. The formal legibility provided by establishing pedestrian paths leading to Spruce Street, the Paterson Museum, and Great Falls Area, should be accompanied by an informational kiosk near the entrance to the parking garage, marketing Paterson's many destinations, special events, and providing schedules and route maps for the Paterson Trolley and other useful visitor information. The linear park would also complement the proposed community recreation facilities (see **5** at left) on the west side of the former Rogers Locomotive Train Shed, and could be furnished with kinetic or interactive sculptures intended to engage young visitors to the park.



- ① UPPER RACEWAY WATERFALL PATH
- ② PUBLIC RACEWAY PLAZA
- ③ RACEWAY PLAZA CONNECTION TO SPRUCE STREET
- ④ RAISED CROSSWALK ACROSS SPRUCE STREET
- ⑤ ROGERS COMMUNITY RECREATION CENTER
- ⑥ VISITOR INFORMATION KIOSK
- ⑦ L'ENFANT WALK SCULPTURE GARDEN
- ⑧ TERRACED PATH TO MIDDLE RACEWAY (similar to passaic street pedestrian ramp)

Figure 71. A new L'Enfant Walk



Details of 1) Upper Raceway Waterfall Path, 2) Public Raceway Plaza, 3) Raceway Plaza Connection to Spruce Street.

F. Market Paterson's assets and access to open space to potential visitors

> short-term recommendation

Given the City of Paterson's location between the continuous and densely urbanized area stretching along the Mid-Atlantic eastern seaboard and the vast natural areas of the New Jersey Highlands, the Great Falls area provides a major opportunity to become the embarking point for metropolitan visitors seeking a recreational day trip hiking or biking through a natural environment. Attracting this pool of potential visitors could be accomplished in a number of ways. The first and most critical element would be to develop an excellent network of trail connections, as described in the preceding recommendations. The long-term goal is to promote the Greater Spruce Street neighborhood as a threshold to the open space amenities west of the City of Paterson.

- Develop brochures providing maps and bicycle cue sheets of the trail systems to the west of Paterson to be provided at the major tourism destinations in Greater Spruce Street, as well as outdoor recreation outfitters, bike shops, and recreation centers in the region. This information should also be provided online and actively marketed to tourism publication editors for inclusion in New York City travel guides as a day trip option.
- Advocate for the construction of a parking garage (Recommendation 6.4A) in Greater Spruce Street, allowing visitors to drive to the Great Falls area, potentially with their bicycles, and leave the car behind while they experience the Falls and the open space destinations beyond Paterson.
- Develop marketing materials with New Jersey Transit to capture green enthusiasts. Because Paterson is well-served by public transit providing numerous connections to New York, Newark, and beyond, it is certainly within the realm of possibility that nature-loving urban dwellers would take a bus or the New Jersey Transit Main Line to Paterson, visiting the future Great Falls National Park as a prelude to a longer excursion into the trail systems west of the City of Paterson. New Jersey Transit's "Bike Aboard" program generally allows passengers to bring bicycles on Main Line Rail cars on weekends, as well as on non-peak weekday trips. A future regional path network could be actively marketed on the handicap accessible cars, which are the Main Line Rail cars in which passengers with bicycles are allowed to board.
- Bicycles on New Jersey Transit busses are currently allowed only in Southern New Jersey, where the public bus fleets have "Rack 'n' Roll" racks on the front of the bus or luggage compartments on the side of the bus where bicycles can be properly stowed during transit. Improved bus accommodation of bike riders in the Northern New Jersey Transit service area should be a priority advocacy issue.
- Develop a mobile bike share program to serve both visitors and residents who do not own their own bikes.



Bike rental programs have become popular ways to help instill a local bike culture.

5.2 Restore Hinchliffe Stadium

One of the resounding themes of our public input sessions was that a restored Hinchliffe Stadium would provide the community with a much needed venue for large-scale sporting events, as well as an additional field for school recreation programs and local sports team practices. Aside from its utility as a recreational facility, Hinchliffe is one of Paterson's most valuable historic and cultural monuments, now lying dormant and in danger of irreparable damage due to lack of maintenance. The Stadium was recently nominated for the National Trust for Historic Preservation's list of America's Eleven (11!) Most Endangered Historic Places. It is clear that local stakeholders care about the future of Hinchliffe. A few ideas regarding short, intermediate, and long-term actions to achieve the restoration of the stadium are outlined in this section.



Hinchliffe Stadium.

A. Initiate visibility projects to raise awareness of Hinchliffe Stadium

> short-term recommendation

During public input sessions, a participant raised the insightful question, “What do people see when they look at

Hinchliffe Stadium? Do they see a valuable historic structure that should be saved, or do they see a run-down building that needs to be demolished?”

To many residents who have grown accustomed to having Hinchliffe exist purely as an eyesore, the stadium is nothing more than a set of crumbling facades providing a place hidden from public view for illicit activities and teenage drinking. Advocates of Hinchliffe Stadium should consider a number of low-cost, high-visibility tactics intended to raise awareness of the Stadium and encourage those who may undervalue this historic structure to view it in a new light.

- Direct lighting to highlight the historic features of the Stadium and emphasize its more valuable characteristics from the outside.
- Thin the overgrown foliage behind the Stadium’s scoreboard to increase visibility of the Stadium from across the river, integrate Hinchliffe into the historic Great Falls area, and bring the presence and potential of Hinchliffe into the consciousness of individuals who may not frequent the area west of the Passaic River.
- The stencils that were once used to create the yard line markings on the football field lie strewn in a pile on the side of the field. These number stencils, at least three feet high, could be used to create temporary spray chalk numbers on the exterior of the Stadium, perhaps proclaiming the amount of funding to be raised to restore the Stadium to use, or perhaps a “10,000” to advertise its seating capacity, or, as a tribute to baseball legend and Paterson resident Larry Doby, a “14,” his uniform number.

B. Initiate a dialog and establish a partnership between Public School #5, the School Board, and Friends of Hinchliffe Stadium to discuss strategies for the short-term restoration of the field for use as a school sporting events facility

> short-term recommendation

An initial critical step to be taken by such a partnership would be to commission a cost estimate and feasibility study for restoration scenarios. Initial studies have been done previously, and the Friends of Hinchliffe are currently looking for dollars to conduct an updated feasibility study. After completion of the study, reach out to the National Football League to determine eligibility for financial assistance from their Youth Football Fund program. The dollars should be sought in conjunction with other grants to improve field conditions and Stadium accessibility.

C. Explore mid-term and long-range strategies to leverage the restoration of the entire Stadium

>> intermediate-term recommendation

While the long-term goal is to restore the Stadium for sporting events of all kinds, perhaps including AA baseball, the space should be seen as a blank slate of opportunity for short-term programming to generate added excitement and use of the facility. Once access is secured and stabilization completed, explore the facility’s capacity for intermediary temporary revenue-generating programming such as concerts, fashion shows, film festivals, swap meets, car shows, trade shows, and so on.

D. Resolve parking concerns

>> intermediate-term recommendation

One of many barriers holding up the potential future of Hinchliffe is the concern about providing parking for 10,000 seats. Building a 10,000 space parking garage is not an option next to the Stadium nor would it reinforce other objectives in this plan to reduce traffic congestion and encourage walking and biking. A full range of parking options will need to be explored for large-attendance events drawing people from outside the City. These include:

- Create shared parking arrangements on nearby surface parking lots. As shown in Figure 72, there are a number of parking lots directly adjacent to Hinchliffe that could be used during sporting events with the cooperation of nearby uses.
- Explore the possibility of creating a parking shuttle or extending the Paterson Trolley service to link the proposed parking garage in the bus barn with the Stadium.

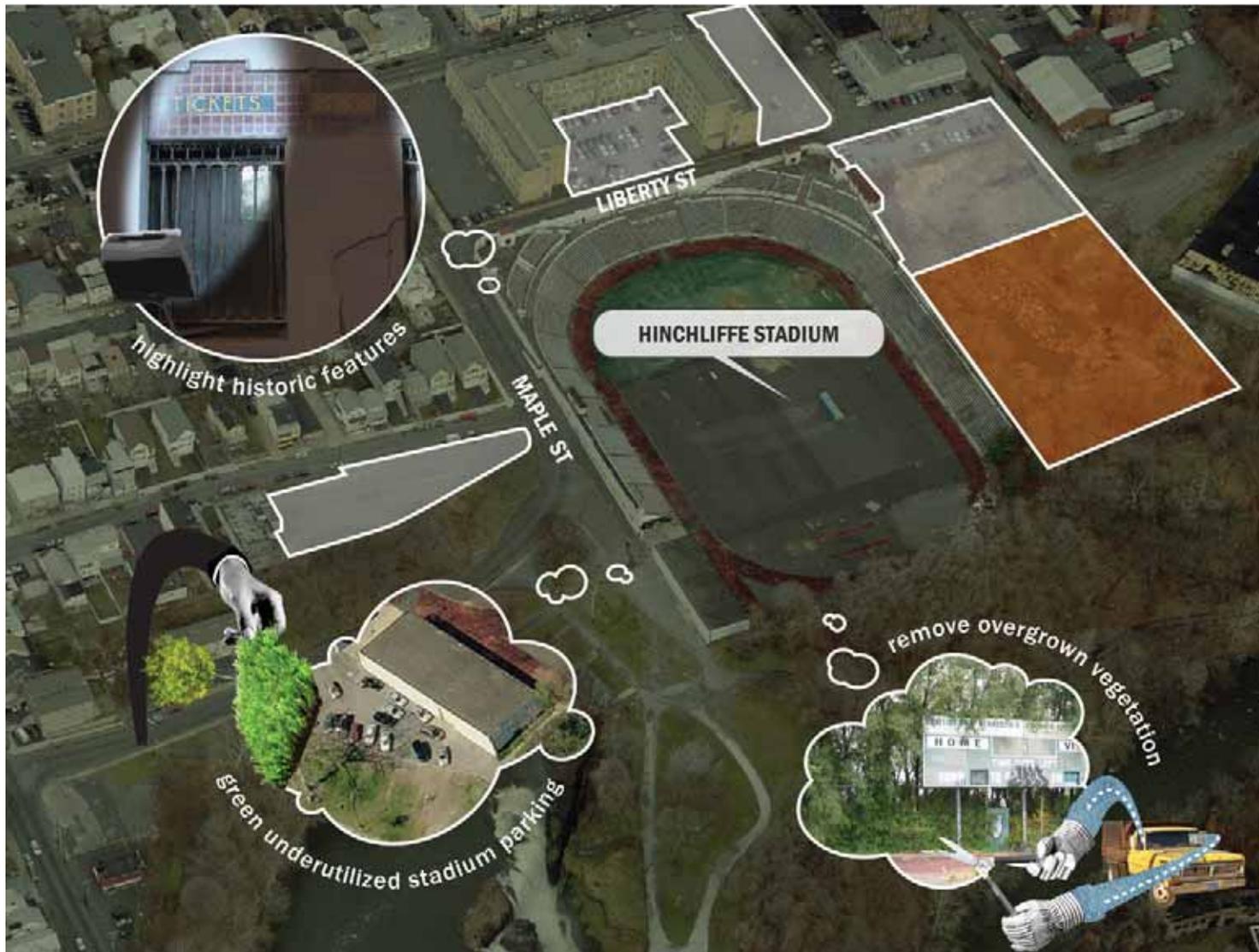


Figure 72. Opportunities for meeting parking demand and improving the edges of Hinchliffe

5.3 Create better play spaces for youths of all ages

Despite the high proportion of youth in the neighborhood, Greater Spruce Street lacks public places for kids to play – both indoors and outdoors. The neighborhood needs recreation space where youth of all ages can play year-round, and the Youth Squad (Recommendation 1.2B) should embrace this pressing need as its number one priority. Improvements to existing open spaces including Hinchliffe should consider a range of potential programming including “a track, skate park, skating rink, bowling alley, batting cages, tennis and basketball courts, soccer and football fields, places for jump rope, and an activity center.” The following recommendations identify specific opportunities for improved play space for youth.

A. Create a youth recreation center in the Greater Spruce Street neighborhood

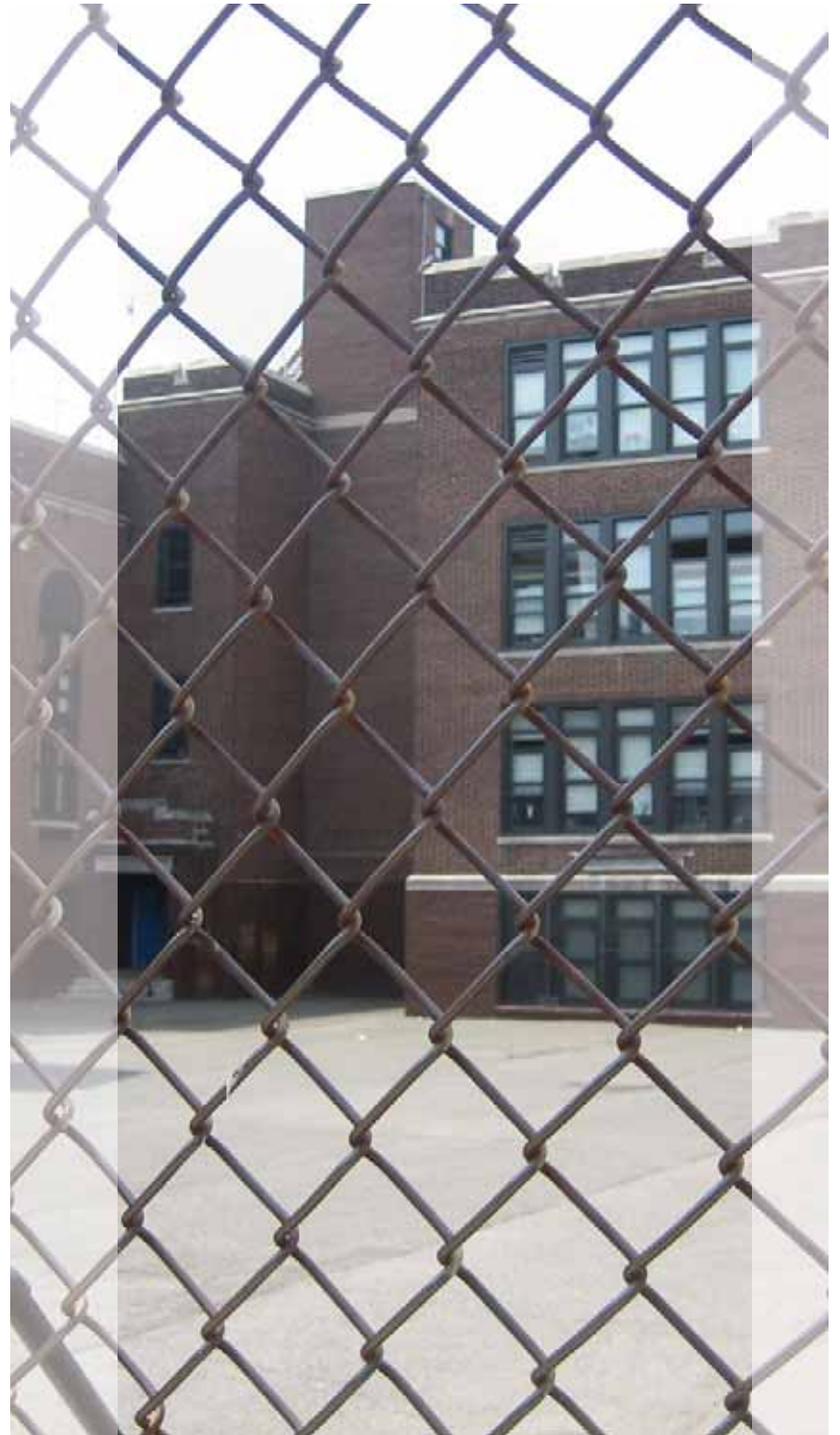
>> intermediate-term recommendation

Consider reserving space in the redevelopment of the former Rogers Locomotive Company Train Shed (currently being used by New Jersey Transit for bus storage and maintenance) for the provision of recreational facilities, creating programmatic synergies with the Spruce Street campus corridor. As the majority of schools within the Spruce Street campus lack gym space or other recreational spaces, a central shared location in addition to those provided by the International High School would increase the recreational level of service for students of the Greater Spruce Street neighborhood. The recreation space reserved in the conceptual parking garage site plan shown as shown in Figure 71 on page 170 provides adequate space for two basketball courts, but could be used for a variety of indoor sports.

B. Improve school play spaces

>> intermediate-term recommendation

While some of the schools in the neighborhood have been fortunate to have recently been renovated, some school playgrounds in the neighborhood provide poor play spaces for children, as well as presenting the streetscape with an unattractive frontage of asphalt and chain link fencing. Funding should be sought to enhance school recreation spaces, redesigned with the goals of stimulating the youthful imagination, delighting the senses, and actively contributing to the public realm of the neighborhood for the benefit of all residents, and presenting a more vibrant appearance to visitors. It is recommended that the play spaces of Elementary School #2 become a priority project, as it was found to be especially in need of improvement.



C. Revitalize existing parks and public open space

>> intermediate-term recommendation

The community survey revealed the unfortunate situation that despite living in proximity to a variety of unique public open spaces, 83% of residents indicated that they “rarely” or “never” visit parks or school playgrounds in the Greater Spruce Street neighborhood. A few common themes emerged when we asked residents to explain the reasons why they choose not to make use of neighborhood recreation facilities. Each of these general categories is presented below, along with recommendations aimed at addressing each problem associated with the neighborhood’s recreational facilities.

- **“Dirty and Dilapidated.”** An opportunity emerged from results of the same resident survey: only 22% of residents surveyed said they belong to a community group, but 78% of them responded that they would be willing to help improve the Greater Spruce Street neighborhood. This indicates that there is an opportunity to leverage resident volunteerism to reclaim and maintain public parks. A citizen-led “adopt-a-park” program should be initiated and publicized in the near-term. Leadership should be provided in the initial recruiting and organization of citizens’ brigades to regularly clean parks in the neighborhood. Alternatively or additionally, YouthBuild participants in partnership with City Green could undertake a park maintenance initiative.
- **“Drug Abuse” & “Unsafe” & “Gangs.”** A survey of night lighting level of service should be conducted to assess needs and to plan for improvement priorities (Recommendation 1.3D). Active patrolling of parks and school yards should be performed by police, security personnel, and town watch groups (Recommendation 1.3A).
- **“No Parks for Kids.”** Several residents expressed a lack of playground equipment meant for use by young children and toddlers, which is a need that should be addressed in public investment plans and institution-led public realm improvement projects.
- **“Far Away.”** While it’s certainly possible that many surveyed residents do live a considerable distance from some of the parks included on the survey list, it is perhaps also likely that there is a *perception* of greater distance due to the inaccessibility of some of the area’s more significant park spaces, such as Garrett Mountain Reserve. Improved sidewalks, bike lanes, and tree plantings will help to reduce these perceived distances but local transportation options should also be made more available and better publicized. A Paterson Trolley “Teen Loop,” (Recommendation 1.2D) for example, could be coordinated to provide circulation between schools, parks, libraries, and community facilities in Greater Spruce Street.



5.4 Create productive community green spaces

This plan's objectives to restore productivity and make Greater Spruce Street a showcase of green building, has guided a number of recommendations related to the future built form of the community. The following recommendations explore ways to apply the same principles and approach to new open spaces created in the Greater Spruce Street neighborhood.

A. Encourage the creation of community gardening areas to serve multifamily housing developments

> short-term recommendation

One of the many challenges of having such a large proportion of the population living in multifamily housing on relatively small lots is the lack of spaces for small gardening spaces. Use of underutilized slack spaces in the neighborhood should be considered for establishing community gardening facilities. YouthBuild and other youth activity brigades could be engaged in transforming such marginal spaces for use as small productive garden plots (See Recommendation 2.2E).

B. Explore the potential of developing community gardening and sustainable food production facilities and an environmental learning center on S.U.M. Island

>> intermediate-term recommendation

One major opportunity to provide community garden plots in the Greater Spruce Street neighborhood may be found on S.U.M. Island. Although the Island is currently in private hands, community partners felt that the Island's potential was worth exploring in the context of this plan in case ownership changes hands in the future and the opportunity arises for site redesign and reuse.

The Island's current land use is not particularly well suited to support the plans for the Great Falls National Park, and because S.U.M. Island's position is well below the 100-year flood level, it is unsuitable for new development other than open space. The neighborhood's green agenda could be tied to the educational programming agenda by transforming S.U.M. Island into a center for teaching youth about composting, food production, and the general principles of sustainability. Potential partnerships should be explored with the NJIT Environmental Sciences Department or other agriculture and environment related educational programs in the region to establish an immersive learning mentor program.

By reclaiming this underutilized site, S.U.M. Island has the potential to become a major asset in uniting the diverse communities of Paterson while fostering neighborhood interaction and sustainable living practices. The proposed plan provides a means for 're-greening' S.U.M. Island through the creation of a model for sustainable urban agriculture. The proposal is for a continuous productive landscape including community garden plots, an urban farm, two greenhouses, a horticultural education center, a municipal tree farm, and a local composting facility. The 5.6 acres on S.U.M. Island provide approximately 3.5 acres of usable, potentially productive space. Preservation of existing vegetation found on the slopes of the Island accounts for the remaining area. This will help to stabilize the existing slopes, as well as maintain the ability of the wetlands to hold the same amount of water it does in its current state.

A programmatic and implementation strategy for S.U.M. Island and the former Chicken Shack site should be presented to the New Jersey Department of Environmental Protection's (NJDEP) Green Acres program, which provides funding and assistance to county and municipal governments, as well as nonprofit organizations for the acquisition and protection of open space through a variety of means.

Figure 73. Conceptual future reuse plan for S.U.M. Island



— GREAT FALLS STATE PARK
MASTER PLAN PATH/PEDESTRIAN BRIDGE

0 200 400 800 Feet

- (A) URBAN FARM
- (B) COMMUNITY GARDENS
- (C) GREENHOUSES/AQUAPONICS
- (D) TREE FARM
- (E) COMPOST CENTER
- (F) ENVIRONMENTAL EDUCATION CENTER
- (G) TOOL STORAGE/UTILITY SHED
- (H) FARM STAND
- (I) KAYAK LAUNCH
- (J) GATHERING GREEN

The conceptual site plan proposes a number of programmatic features, including:

- **The Urban Farm (A).** Starting a small sustainable urban agriculture enterprise on S.U.M. Island would not only help provide job training to local youth, it would also benefit the community at large. This 1.2 acre plot is modeled after the Red Hook Community Farm²⁹ in Brooklyn. Comparable in size, the small urban farm in Brooklyn successfully employs community youth in the maintenance of this urban farm producing fruits and vegetables. Participating youth are educated in current organic growing practices while earning a wage and gaining a newfound sense of empowerment from contributing to the local economy. The young people who work on the farm would gain valuable technical skills in fields ranging from crop rotations to soil composition while also developing entrepreneurial skills learning about the business operation of urban farming. The existing brick building on site could be transformed into a horticultural education center and administrative and programmatic space. This will house office and classroom space and restroom facilities for the visitors of S.U.M. Island.
- **Community Garden Plots (B).** This plan provides fifty, 400 square foot community garden plots in raised planters to protect them from potential minor flooding. To aid in the storage of tools and other amenities needed for the gardens, the existing adjacent building structure will be repurposed.
- **Greenhouses (C).** Two 2,500 square foot greenhouses would provide additional productive capacities on the urban farm. The greenhouses would be used as the primary teaching facilities on the site, providing horticultural education to city youth and residents, while allowing visitors to experience the workings of a sustainable urban farm. The greenhouses could also house an aquaponics system for the cultivation of plants and fish in a re-circulating system. That system can produce up to 10,000 fish in a five-foot deep tank at a time. Water drawn up from the tank through a pump is gravity-fed to potted plants, such as tomatoes and watercress, which, in turn, removes nitrogen from the fish waste. The water then returns to the tank where it re-oxygenizes the water.

- **Former Chicken Shack Site (H).** Milwaukee's Growing Power³⁰ model grossed over \$220,000 a year from the sale of its outputs to local restaurants and local consumers. The currently vacant "chicken shack" building on the adjacent site, incidentally the original site of the Paterson Farmer's Market before it moved to South Paterson in 1932, could be used as a local farm stand to sell the productive farming outputs of S.U.M. Island. Revenues generated from the farm stand would return to the urban agriculture project for operation costs and educational outreach programs. Provided in the site plan are twenty parking spaces allocated to the farm stand, as well as two bus parking stalls to be used for field trip visits.
- **City Tree Farming Site.** Implementing City street tree farming on the northern side of S.U.M. Island will help produce the City's street trees locally, avoiding the release of vehicle emissions and the expenditure of transportation energy that would otherwise result from shipping in street trees from more remote locations. The area allocated to the tree farm is approximately .75 acres, providing the capacity to grow between 500 and 600 deciduous trees at a given time. These trees can be harvested every three to five years and transplanted to tree planting projects in the City of Paterson and beyond. Each tree planted on S.U.M. Island would cost an estimated \$20-\$30, with an additional cost of labor and watering \$2 per tree per year. Savings for the City of Paterson are realized when factoring in the typical cost of similarly sized trees, usually averaging \$125 to \$135.
- **Neighborhood Composting Facility.** In 2007, two thirds of all waste sent to landfills in the United States was composed of organic materials which would be suitable for composting, including yard trimmings, food scraps, wood waste, and paper and paperboard products. A neighborhood composting facility would provide organic compost and a convenient place for local residents to drop off their organic waste in the City. A school composting program could be organized, by which organic waste could be collected in school rooms and transported to the composting facility on S.U.M. Island, which would also be a demonstrative feature of school field trips to the island. For many municipalities, composting has proven to be the best and least expensive method for managing leaves. Tonnage grants from the New Jersey Department of Environmental Protection and Energy/ Department of Solid Waste Management can be utilized to help offset initial startup costs for the facility, and in the long run could help cover operation costs and program financing for the greater S.U.M. Island urban farming project. This initiative will promote recycling for the City of Paterson while reducing pollutants, saving energy, conserving resources, and reducing the need for new disposal and landfill facilities (see Recommendation 7.4C as well).
- **Kayak Launch Site.** The kayak launch sites proposed by the Great Falls State Park Master Plan may not provide adequate vehicular access for visitors bringing small watercraft for use on the Passaic River. This study recommends a supplementary kayak launch location adjacent to the raceway canal outflow into the Passaic River. A convenient drop off and unloading site is shown in the conceptual site plan, along with 25 additional parking spaces to serve kayakers, S.U.M. Island visitors, program administrators, youth volunteers, and community gardeners and farmers.
- **Gathering Green.** The many programmatic elements are unified at the center 'triangle' of the conceptual site plan, which acts both as a welcome center, with informational kiosks to serve visitors and as a central gathering space for community gardeners, program mentors, youth volunteers, and visitors to socialize.



Figure 74. Sketch of new entrance to S.U.M. Island



6. Balanced Streets

There are plenty of challenges to establishing a balanced street network in the Greater Spruce Street neighborhood, one that provides equitable accommodation of drivers, pedestrians, and cyclists. High traffic volumes flowing on narrow streets are paradoxically both reduced by the availability of public transportation options, but also exacerbated by the number of busses adding congestion. The neighborhood's proximity to Routes 80 and 19 provide convenient access to and from the Garden State Parkway and other regional roadways, but they also result in the constant flow of highway-associated traffic through the relatively narrow streets of the area. Likewise, the intrusive highway access ramps sever street connectivity and create unpleasant walking environments for pedestrians. With no bicycle-oriented infrastructure and generally poor sidewalk conditions, it is clear that transportation and streetscape improvements will constitute a critical step in improving quality of life for the residents of the Greater Spruce Street neighborhood, as well as in creating an organized and pleasant street experience that will welcome visitors to the Great Falls National Park.

A comprehensive and prioritized agenda to achieve balanced streets in the Greater Spruce Street neighborhood is presented in the following recommendations. Because many of the recommendations involve roadways and transportation infrastructure maintained by the state and county, coordination with transportation planning departments above the local level will be necessary to initiate implementation discussions.

6.1 Strengthen enforcement and obedience of traffic laws, parking regulations, and pedestrian conduct rules

Visitors to the Greater Spruce Street neighborhood will find that many local drivers have become accustomed to disregarding traffic laws and parking regulations, resulting in an unpredictable experience navigating the streets of the area. Likewise, drivers have asserted their ownership of the roads, rarely yielding to pedestrians, even if they are in crosswalks. Many pedestrians have followed suit, developing aggressive habits such as jaywalking through flowing traffic on Main Street. These chaotic behaviors amount to a contentious battle playing out daily on the right of ways of the Greater Spruce Street neighborhood. This brazen transportation culture is not only dangerous—it also contributes to an attitude of apathy towards the public realm.

A safer, more orderly street environment must be provided for the hundreds of youth attending the area's several schools, as well as for the thousands of new visitors the neighborhood will be expected to welcome to the Great Falls National Park. In addition to proposed improvements to the physical transportation infrastructure as described in the following sections, the improvement of neighborhood circulation must also be achieved through strengthened enforcement of traffic laws and parking regulations, as well as enforced safe pedestrian conduct compliance.

A. Make traffic laws apparent on the streets and sidewalks

> short-term recommendation

In order for drivers and pedestrians to comply with laws and regulations, these rules must first be readily apparent on the streets and sidewalks. Signage must be improved to clearly indicate parking zones, one way streets, access restrictions, and so on. A comprehensive evaluation of signage and wayfinding in the Greater Spruce Street neighborhood is recommended.



B. Encourage early education on safe walking

> short-term recommendation

As discussed in Recommendation 2.3A, children should be taught at an early age about the importance of safe and alert walking habits through an educational program such as Safe Routes to School. The pedestrian conduct of older youth must also be addressed. It should be noted that some of the neighborhood youth are not only subject to the dangers of chaotic transportation environment. Some youth are actually contributing to the problem, exhibiting defiant behaviors when school lets out, such as walking down the middle of the street, jaywalking across busy streets—even walking on top of parked cars. A combination of early education about street safety and issuing poor conduct citations for pedestrians of all ages will help to establish acceptable safety standards for walking in the neighborhood.

C. Enforce traffic and parking laws

> short-term recommendation

Noncompliant driving attitudes must be reformed through the strengthened enforcement of traffic laws and parking regulations and the increased issuance of citations for violations. The City of Paterson might consider privatizing parking enforcement services, a practice which has in other cities led to significant increases in revenues, reduced operating costs, and increased parking enforcement employment opportunities. Strengthened enforcement would not only establish a safer, more systematic transportation environment in the neighborhood, the combined increases in parking and traffic citation revenues could become a valuable source of funding to sustain arts or cultural initiatives or other transportation infrastructure and public realm projects. For instance, additional revenues could be used to increase the frequency of street re-stripping, as many of the right of ways and parking lots in the study area have been found to have very faint lane and crosswalk stripes, if they are visible at all.

6.2 Improve walkability in the Greater Spruce Street neighborhood

The existing conditions analysis of walkability issues in the Greater Spruce Street neighborhood identifies a somewhat overwhelming number of locations that are in need of improvements to achieve adequate pedestrian and wheelchair accessibility.

Spruce Street in particular bears the burden of a heavy volume of traffic to and from the Routes 80 and 19 access ramps, as well as a constant local traffic flow. Regular pedestrian-vehicular conflicts threaten to increase in frequency with the expected increase in visitorship to the future Great Falls National Park. In order to achieve the Spruce Street vision as a gateway to the Great Falls and campus corridor, infusing the historic mill buildings with educational and community facilities, arts and cultural organizations, and green industry incubation spaces, the public realm should be enhanced with streetscape improvements and traffic management practices aimed at improving walkability.

The following recommendations are tailored to the objective of achieving a better balance between vehicular and pedestrian accommodations within the community. The long-range goal of improving walkability in the Greater Spruce Street neighborhood should be to address every one of these problem areas. However, given limited resources and capacity, a prioritization of critical problem intersections and otherwise sensitive areas are here outlined as target areas for pedestrian-oriented infrastructure improvements.

A. Prioritize streetscape improvements and traffic calming devices on Spruce Street

> short-term recommendation

To better accommodate pedestrians and students in particular, the following improvements should be made:

- Continuous stretches of dilapidated curbing on the west side of Spruce Street allow vehicles to park partially on the sidewalk, a phenomenon that likely contributes to the continued erosion of the curbs and worsening of already poor sidewalk conditions. Restoring adequate curb heights and repaving the sidewalk on the west side of street will keep cars off the sidewalk and provide a smoother and safer walking surface for pedestrians.
- Traffic on Spruce Street tends to flow well above the posted speed limit, especially along the straightaway between the Market Street and Grand Street intersections. A raised crosswalk should be considered for a mid-block crossing between Market Street and Oliver Street, where a potential connection from the Upper Raceway paths meets the west side of Spruce Street. A raised crosswalk would both serve to increase visibility of pedestrians and act as a speed bump, forcing motorists to slow down.
- Vertical streetscape elements are known to act as traffic calming devices as well, as they create the perception of a narrower travel lane for motorists, causing them to proceed with greater caution at lower speeds. While the east side of Spruce Street is wide enough to accommodate street trees and perhaps benches, the narrower west sidewalk could be separated from Spruce Street traffic by installing raised planters or bollards.

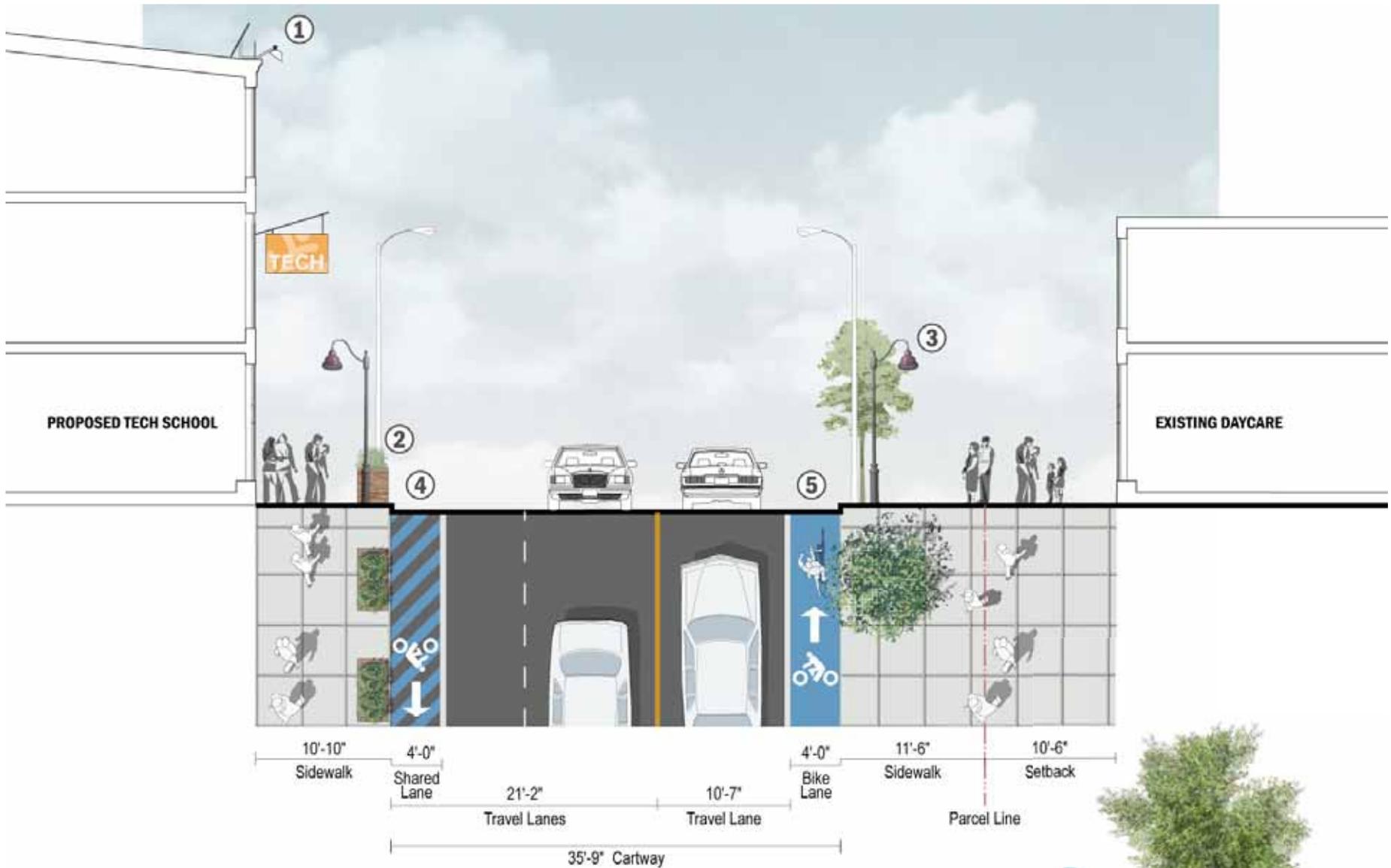


Figure 75. Future Spruce Street section

- ① SOLAR-POWERED LIGHTING TO HIGHLIGHT ARCHITECTURAL FEATURES
- ② PLANTERS TO BUFFER PEDESTRIANS FROM TRAFFIC
- ③ PEDESTRIAN-SCALE LIGHTING
- ④ SHARED BIKE LANE
- ⑤ DEDICATED BIKE LANE

Sketch of proposed improvements for Spruce Street.



B. Improve the Spruce Street & McBride Avenue Intersection

>> intermediate-term recommendation

To provide a better threshold to the Great Falls area, this intersection needs improvements to enhance pedestrian safety. In November 2008, the New Jersey Department of Transportation awarded just over \$250,000 in municipal aid grants to fund a traffic signal project at this intersection. Timely coordination with the Passaic County Planning Department is recommended to consider the following improvements.

- **Install a Pedestrian HAWK signal.** At present, only traffic traveling west on the McBride Avenue Extension is regulated at the intersection—vehicles turning north onto Spruce yield to oncoming traffic and vehicles turning south onto Spruce have a stop sign. Therefore, pedestrians crossing the McBride Avenue Extension along the east side of Spruce Street have no explicit “turn” to cross the street, which becomes a problem during peak travel hours. Installing a pedestrian crossing signal (High-Intensity Activated Crosswalk, or “HAWK”), would improve the situation by allowing traffic to flow unregulated unless a pedestrian requests a walk signal.

- **Add crosswalks.** Although there is some street striping to indicate a pedestrian path across McBride, it is disjointed, does not continue all the way across the street, and is not sufficiently visible to alert approaching motorists of the potential presence of pedestrians crossing the street. Highly visible, striped “zebra” crosswalks with appropriately accessible curb ramps providing access all the way across McBride in a continuous desire line is necessary to provide an expected level of service for pedestrian use. A crosswalk should also be added on Spruce Street to provide continuous pedestrian accessibility from the middle raceway paths behind the visitor center to the Great Falls area.
- **Tighten the turning radii.** The current segmentation of the traffic island at McBride and Spruce into two triangles forces pedestrians to leapfrog across three roadways instead of two when attempting to cross McBride. The same vehicular patterns could be accommodated while also better accommodating pedestrians with a single traffic island. Tighter turning radii should be considered to force vehicles to slow down before the intersection instead of speeding through the crosswalk in anticipation of turning immediately. Enhanced landscaping of the traffic island would provide a better welcome to visitors approaching the Great Falls.



Figure 76. Spruce and McBride improvements



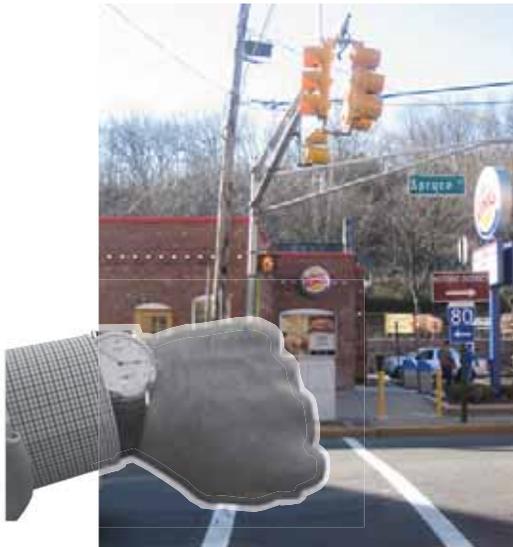
Pedestrian HAWK signal.

C. Improve pedestrian accessibility at the intersection of Spruce & Market Streets

> short-term recommendation

This intersection is currently equipped with a walk signal call button, but pedestrians are not given adequate priority in the traffic light cycle, as call button delays have been observed to extend over five minutes. While it is important to maintain an efficient flow of vehicular traffic through this busy intersection, the heavy traffic volumes here make it even more important to ensure pedestrian safety. A better balance between pedestrian and vehicular accommodation in the signal timing and walk signal request prioritization should be established.

In addition to walk signal timing, there are several physical characteristics of the crosswalks at this intersection that make it difficult to navigate on foot, let alone in a wheelchair. The south side crosswalk desire line is obstructed by street infrastructure on the west side of Spruce Street, which would make wheelchair access from the crosswalk to the sidewalk quite difficult, if there were in fact a curb ramp to accommodate wheelchair users. Lastly, the crosswalk striping is very faint and does not effectively pronounce the location of a pedestrian crossing. The crosswalk configuration at this intersection should be redesigned to correct these critical shortcomings.



How long must I wait to cross?

D. Establish pedestrian crossings at the intersection of Spruce & Oliver Streets

> short-term recommendation

The long-term vision for reconfiguring the highway infrastructure providing access to Routes 80 and 19 includes the closing of Oliver Street to east-bound traffic and changing traffic patterns affecting this intersection. Short term pedestrian-oriented improvements should include installing striped crosswalks with appropriately accessible curb ramps.

E. Improve pedestrian facilities at the intersection of Spruce & Grand Streets

> short-term recommendation

While the construction of the International High School has leveraged the creation of an enhanced crosswalk across the south side of Morris Street, the intersection of Spruce and Grand Streets is lacking in pedestrian facilities, constituting a critical link to continue proposed pedestrian improvements of the Spruce Street Campus to this full-service community school (see Recommendation 2.1B) on Grand Street. An improvement plan for this intersection should include the following features:

- Improved street and sidewalk surfaces. The sidewalks and crossing areas are currently in deteriorated shape, marred by deep crevices and jutting edges.
- Adequate curb ramps on every corner.
- Highly visible zebra striping in the crosswalks to effectively announce the presence of a pedestrian crossing to approaching drivers.

F. Reconfigure Ward Street as a connective urban boulevard

>> intermediate-term recommendation

The proposed reconfiguration of the Ward Street surface artery providing access to and from Route 19 will establish a new gateway along Ward Street to Paterson's downtown district. As this major street carries the heaviest flows of traffic in the study area, and given its proximity to the heavy foot traffic of the Main Street commercial corridor, it is critical that pedestrian-oriented improvements are made a priority.

After decades of existing as an intrusive off-ramp severing street connectivity and disrupting the neighborhood fabric, Ward Street can be reimagined as an urban boulevard contributing to the public realm and re-unifying adjacent neighborhoods. Improvements include:

- Continuous sidewalks along the south side of Ward Street should replace the current configuration of disconnected sidewalk fragments and trash-filled slack spaces to re-establish a strong physical and symbolic connection between downtown Paterson and the historic Spruce Street area.
- A new pedestrian crossing with a HAWK signal should be provided at Mill Street, creating a new stitch between the neighborhood fabric above and below Ward Street.
- Street trees, planters, pedestrian-scale street lamps and other streetscape elements should be furnished along the sidewalk edge to provide pedestrians with a sense of separation from the traffic flows of Ward Street. Because its formal relationship to the New Jersey Transit Main Line rail station makes Ward Street a major connection between the Greater Spruce Street neighborhood and regional rail transportation access (including an important pedestrian path between the rail station and the proposed parking structure at the former Rogers Train Shed), streetscape improvements may be eligible for state funding under the State of New Jersey Department of Transportation's Safe Streets to Transit program.

G. Improve sidewalk conditions and connectivity to “pave the way” for the “Mill Mile” walking tour

>> intermediate-term recommendation

The route of a “Mill Mile” historic walking tour (Recommendation 7.3B) will lead pedestrians along Mill Street to Van Houten to find the Colt Gun Mill and Essex Mill ruins; and, later, to the upper reaches of Curtis Place to regard the former Harmony and Industry Mills, the outflow of the raceway canals into the Passaic River, and the re-envisioned S.U.M. Island community gardens and nature center. In order to accommodate this journey of discovery without encouraging hazardous wandering on busy streets, sidewalks must be established on the threshold of the ATP site, as well as on the north side of Memorial Drive between Van Houten and Mulberry Streets.

The summary map of existing walkability issues identifies a number of additional problems along the route that should be addressed to ensure a pleasant walking tour experience of Paterson's historic mill buildings.

H. Establish programs to improve sidewalks on residential streets

> short-term recommendation

This study's survey of existing sidewalk conditions revealed a number of areas on residential streets where sidewalks are in a state of complete disrepair. While the Urban Enterprise Zone Sidewalk Matching Grant program assists UEZ certified businesses in making sidewalk repairs on commercial corridors, there is no dedicated local program for assisting property owners in sidewalk resurfacing improvements on residential streets. New funding sources should be identified and assistance programs created to implement improved sidewalk surfaces on residential streets.

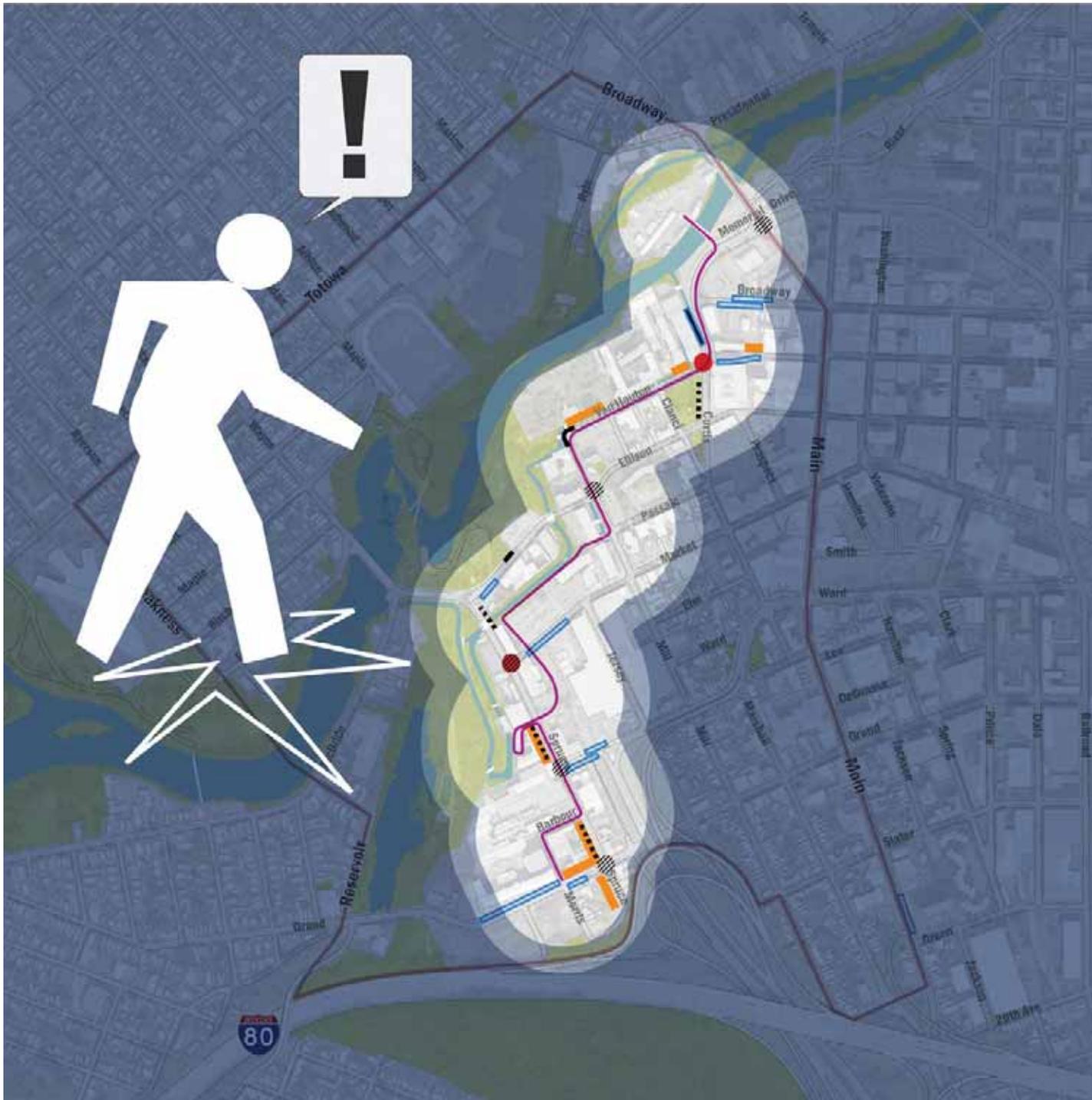


Figure 77. Proposed Mill Mile showing barriers to walkability

- Mill Mile Route
- Walkability**
 - No sidewalk
 - Poor sidewalk condition
 - Poor sidewalk maintenance
 - Excessive curb cuts
 - ▨ Inadquate crosswalk
 - No wheelchair access

6.3 Increase awareness and use of local/intracity public transportation options

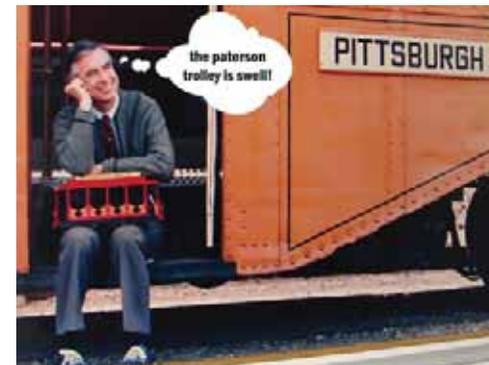
Public input sessions during the course of this study revealed that residents consider many of the area's parks, community facilities, and the Farmers Market inaccessible to individuals who do not have cars. While the New Jersey Transit Bus routes, Main Line rail service, and private jitney operations provide an exceptional level of service for transportation outside the City, public transportation options at a destination-oriented municipal level could be improved. The following recommendations seek to address this gap in service.

A. Increase utility and awareness of the Paterson Trolley

>> intermediate-term recommendation

The Paterson Trolley presents an excellent opportunity to provide destination-targeted local public transportation at a smaller scale, promoting use of community facilities, encouraging local shopping, and establishing a legible and convenient way for tourists to experience Paterson's destinations beyond the historic Spruce Street area. A re-envisioned route would fill local service gaps for tourists, youths, the elderly, and residents who do not own cars or prefer not to use them.

While the Paterson Trolley is temporarily operating on a partial route until the Center City project is completed, the return to a full service operation should consider extending service hours and re-routing the Paterson Trolley to provide public transportation service to additional local community, retail, and tourist destinations, including libraries, full-service community schools providing additional community facility programming, Garrett Mountain Park and Lambert Castle Museum, the Paterson Museum, Great Falls Visitor Center, as well as increasing the frequency of trips to the Farmers Market. A potential route providing service between the proposed parking structure and the New Jersey Transit Main Line rail station and a restored Hinchliffe Stadium should also be considered in the long term. The trolley could also be utilized to unify Paterson's many neighborhoods, connecting Downtown Paterson and the Greater Spruce Street neighborhood to other neighborhood centers such as People's Park's "La Ventiuno," Totowa's Union Avenue, and South Paterson's Main Street commercial corridor.



Expansion of the route and frequency of trips would require an expansion of the fleet and additional funding sources. It is recommended that the Parking Authority create partnerships with other organizations whose missions would be served by improved and expanded local transportation services (such as the Paterson Free Public Library, the New Jersey Community Development Corporation, the City of Paterson, Friends of Hinchliffe, and New Jersey Transit) and identify additional funding sources to maximize potential of this asset.

Regardless of the prospect of an expanded route, awareness of the service provided by the Trolley should be increased through a public marketing campaign. This could include the creation of more visible signage providing route maps and schedules (in English and in Spanish) on Main and Spruce Streets, as well as other locations along the established route of service. Route maps and service schedules should be made available at the major tourist destinations, such as the Paterson Museum and the Great Falls Visitor Center. This information should also be made available on the Parking Authority's Paterson Trolley website, which currently does not provide a map or thorough description of the service route. These route maps, as well as the sides of the trolleys themselves, could be utilized to advertise cultural and shopping destinations along the route, increasing awareness of its utility and, ultimately, encouraging the recapture of local retail spending. Additionally, given the expected increase in visitorship to the Great Falls, a revamped Paterson Trolley service may be one of the best ways to encourage the local spending of additional tourist dollars, ensuring that the investments made in the Great Falls area result in benefits extended into the community and local economy.

B. Improve the New Jersey Transit Broadway Bus Terminal

>>> long-term recommendation

Given its proximity to the future Great Falls National Park, and as both a major entry point for visitors and a part of a daily routine for regular users, the Broadway Bus Terminal should be improved to create a better public transportation reception space. Both the Broadway Bus Terminal and the private jitney service operation, located across the street from one another on Broadway between Main and Curtis Streets, are surrounded by unsightly views, including a stretching vista of surface parking and an electrical substation. A capital improvement plan for the facility should consider the co-location of berthing spaces for public and private transportation bus services at an improved shared facility equipped with indoor waiting areas, reducing the overall negative visual and traffic congestion impacts of bus transportation services. The City of Boston has had success in creating a shared public/private bus terminal facility at South Station, which has improved use and public awareness of transportation options, created a more welcoming environment for visitors, and reduced bus congestion on city streets.

6.4 Address the neighborhood's existing public parking shortage and inefficient parking requirements

With car traffic often dominating the community, it is no surprise that a large number of parking lots have emerged to meet demand. The challenge is that while some of these lots are full, others are not and many on-street parking spaces (where they are clearly marked and exist) are also underutilized. With a National Park on the horizon and the proposed new development in this plan, the community does need new parking, but it also needs better parking policies to guide future growth. The following recommendations are intended to initiate discussions with the Paterson Parking Authority and other stakeholders to improve current conditions.

A. Support the establishment of a new parking structure in the Great Falls area

>> intermediate-term recommendation

The increased visitorship to the future Great Falls National Park will generate thousands of additional vehicular trips to the Greater Spruce Street neighborhood every year. At present, there is no appropriate parking facility to accommodate these visitors. In order for the local economy to capture the greatest benefit from increased visitorship to the Great Falls area, it is critical that visitors are able to arrive by car, park within a convenient distance of the Great Falls, and feel comfortable leaving their car behind for a number of hours. This will enable them to explore the many other cultural and historic destinations the City of Paterson has to offer, not to mention patronize the City's many ethnic restaurants and shop the Main Street commercial corridor. Accommodating the parking needs of visitors in one place that lies within convenient walking distance of the Great Falls, the Spruce Street historic mill buildings and the proposed "Mill Mile" walking tour (see Recommendation 7.3B), and Main Street, will also prevent visitors from practicing "multiple stop parking" patterns, whereby they might attempt to drive to and park at each of the locations they may chose to visit, flooding the streets with additional vehicles cruising for an on-street parking space.

Several years ago, the Paterson Parking Authority revealed plans to develop a new parking structure on the large surface parking lot north of Market Street between Spruce and Mill Streets. Planning studies in the interim have assumed this project would be implemented as proposed. While this previously proposed site would certainly provide convenient access to destinations nearby, this study finds it an undesirable and perhaps unfeasible location to direct large volumes of additional traffic associated with the parking structure given the already congested condition of surrounding streets. The delays on Market Street would be strongly felt, as both entrances and exits would have to be accommodated with access onto this narrow street. In sum, the development of a parking garage on the previously proposed surface parking lot would create an additional barrier of traffic congestion detracting from the pedestrian experience of the Great Falls area and historic Spruce Street mill buildings.

The most strategic location to establish a parking structure would be where it would generate the least amount of additional traffic on neighboring streets, but would still provide parking within convenient walking distance of the Great Falls area destinations. This plan proposes that the former Rogers Locomotive Company Train Shed (on Jersey Street between Market Street and Oliver Street), currently being used by New Jersey Transit as a bus storage and maintenance facility commonly called the “Bus Barn,” be considered for adaptive reuse as a parking structure to accommodate increased visitorship to the new Great Falls National Park, as well as additional projected demand related to future development in the area. The proposed redevelopment of the Rogers Train Shed would accommodate the 500 parking spaces proposed in the Parking Authority’s original plan in three stories (which would necessitate a partial removal of the roof of the train shed). If future traffic and parking studies determine additional need, the parking structure could be built taller to meet projected demands. The proposed garage would also host additional ground floor space for retail uses on Market Street, as well as space that could be reused to establish community recreation facilities on the west side of the building.

The site redevelopment scenario also anticipates two infill development sites that would increase the space efficiency and revenue generation of the total redevelopment, while strategically preserving voids for the implementation of an open space amenity that was included as an arm of the future Great Falls National Park Boundary. In addition to the prevention of additional traffic generation on the streets of the Greater Spruce Street neighborhood, this proposed redevelopment would provide a number of community benefits, including:

- Preservation of the facades of the Rogers Train Shed structure, as well as long-term proper maintenance for this historic asset. Given that the Greater Spruce Street neighborhood’s historic structures must be preserved whenever possible, there are very few desirable uses one could imagine as feasible adaptive reuse options for this massive structure. However, the building’s dimensions on the south side of the structure are perfectly suited to accommodate the dimensions of a parking structure floorplate; in fact, this portion of the building is large enough to house the efficient design of the Parking Authority’s proposed structure, with an approximate additional 20% longer deck length, leaving additional width for single-story uses on the west side that would activate the proposed interior linear park.
- The location of the garage is at the doorstep of Route 80 and 19 which will reduce congestion of local streets. For this reason, the proposed redevelopment depends on highway transportation infrastructure reconfigurations of the Route 80 and 19 access ramps, as well as a partial reconfiguration of Ward Street (Recommendation 6.2F), both of which would also constitute vast improvements to the public realm.
- The partial re-unification of this block formally restores a part of the original Rogers Locomotive Company block complex, a benefit that will be appreciated by Paterson’s many history enthusiasts, as well as an opportunity to create historic education installations on site, telling the story of this major component of our nation’s industrial history.
- Relocation of an undesirable land use that detracts from the experience of the Greater Spruce Street neighborhood’s cultural and historic destinations and falls far short in realizing the potential of this key location.
- Avoids the development of a new parking structure that would likely present typical parking structure facades to the historic street walls. Even a historically sensitive façade design for a new parking structure would detract from the ambiance of this historic district. The opportunity to partially wrap the parking garage in a façade that has meaning to the history of the Greater Spruce Street neighborhood would allow this infrastructural necessity to exist in greater harmony with its context.
- Preserves the previously proposed parking garage site on Market Street as a major opportunity site for other redevelopment projects (see Recommendation 4.6C) that would be attracted by and make better use of the site’s adjacency to the raceway and view of the Great Falls.
- Creates a valuable open space amenity on the interior of the site. The linear park provides an immediate welcoming environment for visitors arriving at the parking structure. It also establishes a desirable formal relationship to the raceway path network, as extended across Spruce Street. The redevelopment plan proposes extending this formal open space relationship across Market Street to a terraced ramp providing access to the lower raceways.



- ① RECONFIGURED HIGHWAY ACCESS RAMPS
- ② PARKING GARAGE
- ③ COMMUNITY RECREATION FACILITIES
- ④ INTERNATIONAL SPICE MARKET AND FOOD IMPORTS
- ⑤ VISITOR INFORMATION KIOSK
- ⑥ L'ENFANT WALK
- ⑦ HOTEL/CONFERENCE CENTER
- ⑧ TERRACED PATH TO MIDDLE RACEWAY/GREAT FALLS

Figure 78. Proposed parking garage site plan

-  Parking Garage
-  Adaptive Reuse
-  Potential New Construction Sites



B. Consider shared parking arrangements for new development and lower required parking ratios

> short-term recommendation

One major barrier to new development in the Greater Spruce Street neighborhood is the difficulty in satisfying the parking requirements imposed by the City. Parking ratio requirements for new developments should be re-evaluated with specific consideration being given to the constraints they place on potential adaptive reuse projects to rehabilitate the upper floors of buildings on Main Street. The possibility of shared parking arrangements should also be explored with the Paterson Parking Authority. The Ellison Street Garage, for example, provides 800 parking spaces located within a convenient distance to the Main Street commercial corridor. The feasibility of dedicating some portion of this facility to a shared parking arrangement to facilitate Main Street adaptive reuse projects should be determined.

C. Increase metered parking and parking meter rates

> short-term recommendation

Given the scarcity of parking spaces in the Greater Spruce Street neighborhood, long-term parkers should be encouraged to use parking garages rather than on-street or metered parking, so that these more convenient spaces would be made more available to short-term parkers. A phased replacement of free on-street parking with metered parking along and near commercial corridors, in combination with an increase in metered parking rates would ensure a faster turn-over for short-trip users, and generate more revenues for public realm improvements. The revitalization success story of Old Town Pasadena was accomplished in large part by utilizing parking meter revenues generated by increased rates to finance public improvements over a number of years beginning in the early 1990s. Recent meter rate increases tested by the Paterson Parking Authority revealed that an increase from \$2.00 per hour for the first hour, and \$1.00 for each additional hour to \$2.25 for the first hour and \$1.25 for each additional hour would be a feasible option for the near-term. Meter increases should be considered after the Center City garage is operational, testing willingness to pay with the ultimate goal of reaching \$3.00 per hour once the Great Falls area parking garage has been built and the Great Falls National Park improvements have been completed.

6.5 Improve traffic management on overburdened streets

During certain times of the day, the streets are clogged with traffic. While there is no quick fix for this issue, there are some things that can be done in addition to proposals made earlier regarding parking that would help to alleviate some of the congestion pressure points.

A. Alleviate traffic congestion on Main Street caused by public transportation vehicles

>>> long-term recommendation

While the excellent level of service provided by bus public transportation is a valuable asset to the Greater Spruce Street neighborhood, it also creates a considerable amount of congestion on Main Street. With both New Jersey Transit and private jitney bus operations utilizing Main Street as a major pick up and drop off route, and with both bus services having terminals half a block off of Main Street on Broadway, the commercial corridor is overwhelmed with bus traffic. Bus and private vehicle traffic on Main Street would be much better accommodated by a stricter management of bus traffic and parking zones. Bus stopping zones should be restricted to clearly demarcated block ends for both New Jersey Transit busses and jitanys. Illegally parked cars within these zones should be immediately towed rather than ticketed to ensure a sufficiently clear stopping zone for dropping off and picking up passengers.

B. Properly manage Spruce Street traffic bound for highway onramps

> short-term recommendation

The traffic problem on Spruce Street is predominantly attributable to vehicles accessing the Routes 80 and 19 onramps. The onramp accessed via Oliver Street serves traffic southbound on Route 19, as well as Route 80 eastbound traffic. The Grand Street onramp provides the same access, but also provides access to Route 80 west. At the intersection of Spruce Street and Oliver Street, only vehicles turning onto Spruce Street from Oliver have a stop sign—there is no intersection control of vehicles traveling north or south on Spruce. Therefore, vehicles attempting to turn left from Spruce onto Oliver to access the onramp must yield to northbound traffic on Spruce Street.

Because Spruce Street traffic volumes are high in both directions, drivers attempting to access the Oliver onramp from Spruce are often faced with the choice of waiting an interminable amount of time for an opening in the northbound traffic in order to make the left turn or making an over-daring turn, brazenly cutting off oncoming traffic. This dangerous behavior has been observed at this intersection on a number of occasions, resulting in a series of near-misses, some of which have involved pedestrians attempting to cross Oliver Street on the east side of Spruce Street

In addition to creating dangerous situations for both drivers and pedestrians, the left turn from Spruce to access the onramp frequently causes major backups of southbound traffic on Spruce Street. Insufficient striping does not effectively indicate a designated left-turn lane so vehicles attempting to turn left are often partially blocking the right lane for thru-traffic. In addition, illegal on-street parking blocks often blocks southbound through traffic when vehicles are waiting to turn left onto Oliver.

The proposed reconfiguration of the Route 80 and 19 access ramps involves the removal of onramp access from Spruce Street via Oliver (See Recommendation 6.4A). If the vision is implemented, the following recommendations to improve traffic management at this intersection will be irrelevant. However, implementation of such a large-scale transportation infrastructure project would take years. Therefore, the following recommendations are made to suggest both short-term and alternative scenario improvements.

- Install signage north of Oliver Street on Spruce Street (potentially at the intersection of Spruce and Market) to encourage drivers to access highway onramps via Grand Street rather than Oliver Street in order to reduce congestion caused by motorists turning left onto Oliver Street from Spruce Street.
- Consider adding a traffic light with a sensor-activated green arrow left turn phase at Oliver and Spruce Streets to regulate access to onramps.
- Actively enforce the no parking zones on the west side of Spruce Street to ensure a clear path for through traffic southbound on Spruce Street. Complete removal of all on-street parking on the west side of Spruce Street is also recommended for the creation of a shared-use bicycle lane.

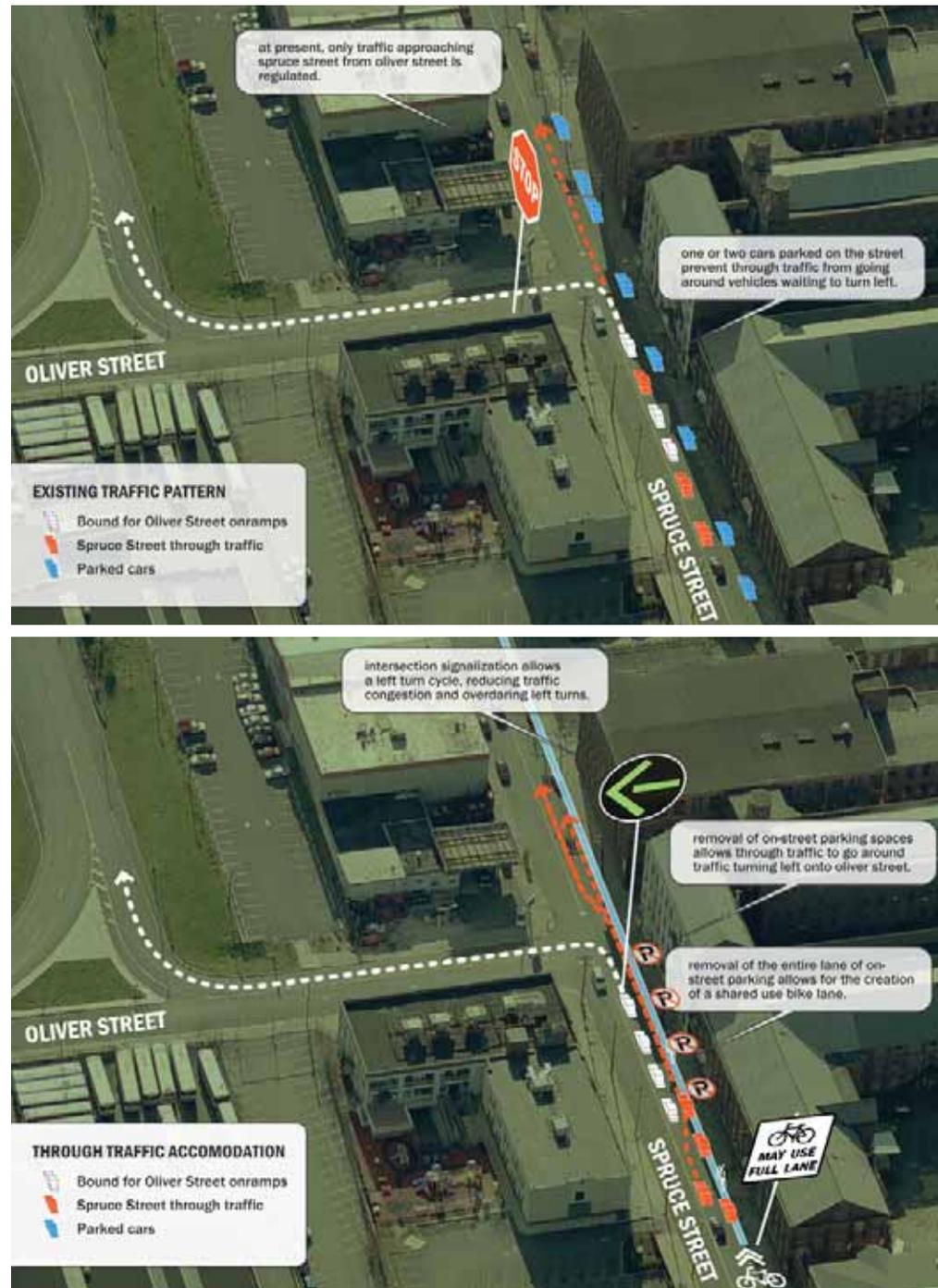


Figure 79. Spruce and Oliver intersection improvements

C. Manage truck traffic to avoid overburdening high-traffic volume streets

>>> long-term recommendation

Spruce Street and Main Street, already overburdened with both local and highway-bound traffic, as well as a constant flow of mass transportation vehicles on Main Street, bear the additional burden of large shipping trucks. If Main Street is to maximize its potential as a vibrant commercial corridor, and if Spruce Street is to become the pedestrian-oriented artery of a cultural corridor and “campus green,” the reduction of truck traffic on streets so integral to the public realm and experiential identity of the Greater Spruce Street neighborhood would certainly help to achieve these visions. A long-term solution should be determined both to reroute through truck traffic to other streets better designed to accommodate them and to restrict delivery hours for trucks making deliveries on Spruce Street and Main Street to a couple of days per week during off peak traffic hours.



Figure 80. Proposed bike network

Multi-Use Path and Shared Bike Lane Network

- Great Falls State Park Master Plan Off-Street Path
- - - Existing Off-Street Paths
- - - Proposed Shared Bike Lanes
- ▨ Spruce Street Campus Corridor

6.6 Make Paterson bike-friendly

Through public input sessions, it was learned that residents simply do not ride bicycles recreationally or as a means of transportation. Many residents felt this was due to the lack of bicycle-oriented infrastructure that would be necessary to safely enable bike riding on the chaotic streets of the Greater Spruce Street neighborhood. It was also pointed out multiple times that creating a safe biking environment should become a top priority in planning the future of the neighborhood because the community school model results in many students attending schools that are not within convenient walking distance of their homes. With many households having parents working night jobs or multiple jobs, some students are often left to their own means of getting home after school. With organized strategic planning and assistance from funding sources such as the New Jersey Department of Transportation Bikeway program, the Greater Spruce Street neighborhood can become a bikeable neighborhood, given consideration of the following general recommendations:

A. Establish a bike route network providing circulation within the community and connecting to the future Great Falls path network

>> intermediate-term recommendation

The improvements to the Great Falls area will establish a small network of recreation paths that would provide a wonderful component of a greater bike route network, but the interface between the park paths and the street network, as well as the continuation of bike routes into the neighborhood fabric must be considered as a part of the long-range planning for making Paterson a bike-friendly environment. A preliminary network of proposed bike lanes and shared-use lanes for the Greater Spruce Street neighborhood should be developed to help foster a local bike culture.

The proposed shared lane on Spruce Street, which would require the removal of on-street parking on the west side of the street, supports the vision of Spruce Street as a “campus green,” as well as establishes a section of the proposed regional bike route connecting natural resources and educational institutions.

B. Provide adequate supplemental bicycle infrastructure to encourage use of the future bike network

>> intermediate-term recommendation

Bike parking areas with secure bike racks and bike route signage and wayfinding will also be a critical components of enabling residents and visitors to utilize a future bike network in the Greater Spruce Street neighborhood.

C. Create a bike route network with connections to the larger regional trail system

>>> long-term recommendation

In order to realize Paterson’s potential as an environmental and recreational tourism departure point—the threshold to New Jersey’s natural landscape and the regional recreation path networks to the west of Paterson — trail connections must be extended into the Greater Spruce Street neighborhood to accommodate regional recreation path circulation. Long-range planning efforts involving partnerships with multiple stakeholders will be necessary, but in the short-term, potential connections within the study area should be identified to begin the conversation. Critical street network interfaces with these potential regional trail connectors are identified in Figure 69.

D. Establish a bike advocacy group

>> intermediate-term recommendation

Long-term stewardship of the implementation of a bicycle-friendly transportation and recreation network in the Greater Spruce Street neighborhood should be adopted by a bicycle advocacy group, an organized coalition of motivated local cyclists who are knowledgeable about bicycle infrastructure best practices. The advocacy group may also assist in the writing of grants and strategic organizing at the local level and with county and state transportation planning entities to secure funding for implementing improvements in the area. The community bike advocacy model has seen successes in many cities, including Philadelphia, where the Bicycle Coalition of Greater Philadelphia actively promotes the establishment of a bike-safe environment by funding and commissioning place-specific strategies, organizing public awareness events, creating a forum for bike route hazard reporting, education programming, and development of best practices. More information is available at www.bicyclecoalition.org.



Figure 81. Christmas lighting at the S.U.M. Hydro-Plant



Figure 82. Potential marketing from Route 80

7. Strengthened Identity, Heightened Awareness

Strengthening neighborhood identity, heightening awareness among residents and visitors of Greater Spruce Streets' many offerings, and improving public perception of the area together comprise the seventh goal of the Neighborhood Plan. Intended to uncover, share, and celebrate local assets, the objectives encompassed within this goal area utilize navigational signage and advertising tailored to people passing by at different speeds, improved neighborhood gateways to boost the sense of arrival in Greater Spruce Street, public art installations that communicate about local history and cultural diversity, and public realm enhancements that foster a clean, green, and beautiful urban environment.

7.1 Use signage to market hidden assets and local destinations

To motorists on the highway and even some Patersonians walking along Main Street, the unique features of the Greater Spruce Street neighborhood remain off the map – hidden and unknown. The following recommendations are about using signage to transform invisible local treasures into visible assets that are visited and enjoyed by local residents and visitors from elsewhere in the region and beyond. Because passersby and the visitors anticipated once Great Falls becomes a National Park will arrive and explore the area using different means of transportation, the recommendations range in scale and level of detail to capture the attention of people moving at a variety of speeds.

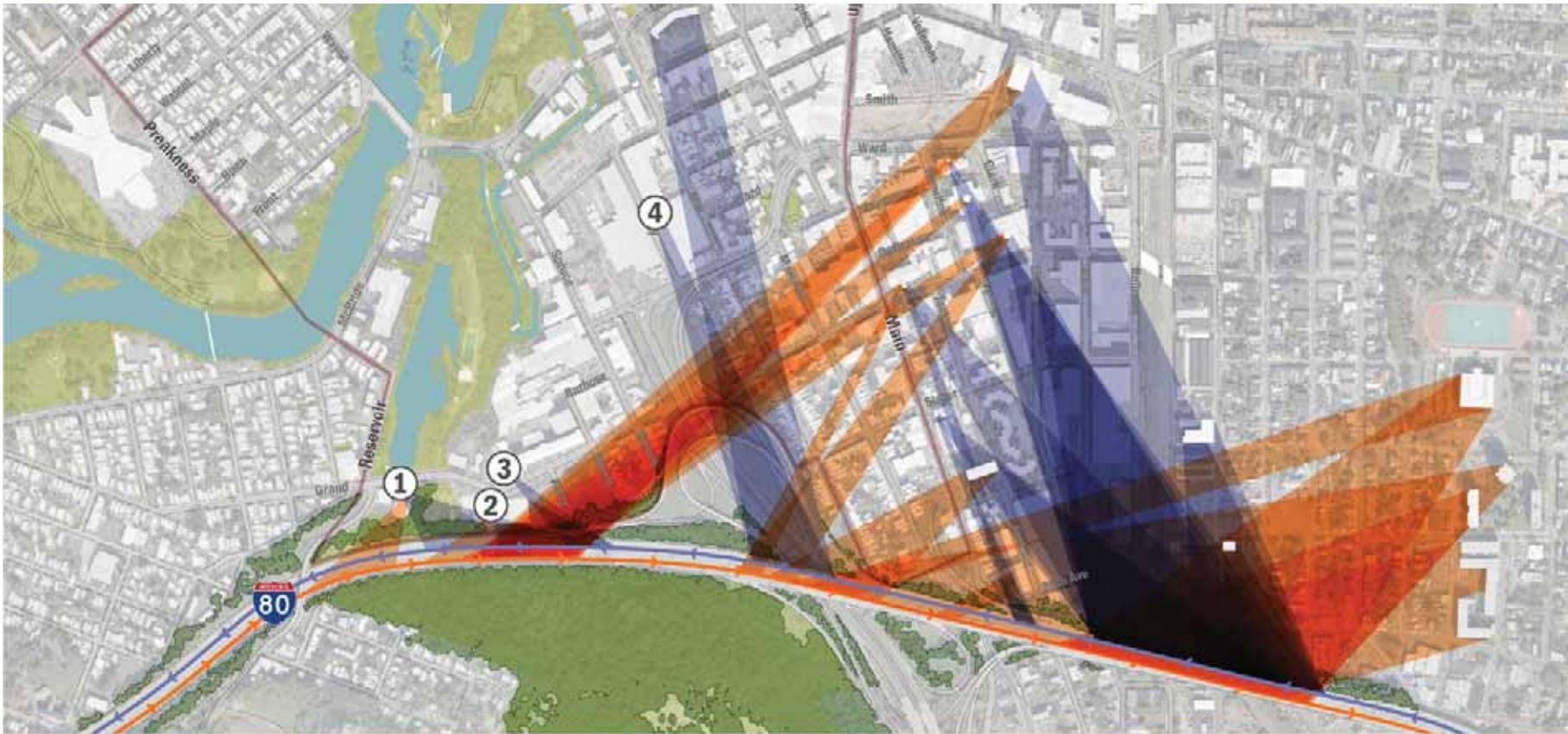
A. Flaunt what you have to offer – introduce townscape improvements at locations visible from Route 80

> short-term recommendation

The first step to heightening public awareness about Greater Spruce Street's unique features is getting noticed. For those passing by on Route 80, Paterson may be just another series of exits, a dense city set against the hilly New Jersey Highlands in the background. The elevated highway affords powerful views however into both the City of Paterson and the Greater Spruce Street neighborhood in particular. Give drivers a way to recognize and read the special elements in the local landscape and they will begin to take note of what's below rather than glossing over as they coast by.

The viewshed maps illustrate Paterson's prominent townscape elements – smokestacks, church spires, tall buildings, etc. – that are visible from Route 80, westbound and eastbound, and where along the route these things become visible. The surfaces and structures of these architectural features offer opportunities to draw the eye and pique the curiosity of highway motorists, while also adding beauty and visual interest perceivable from within the neighborhood. Roof lines could be lit using LED tube lighting – affordable to purchase and power, easy to install – and mill buildings and smokestacks could be up-lit using LED floods so that they glow at night.

Additionally, new surfaces can be created to capture interest of motorists. A billboard placed on top of the roof of the new International High School, a place of learning and discovery, should encourage people to "Discover Paterson. He did," he being Alexander Hamilton, of course. Billboards should also advertise the Great Falls National Historic Park.



Route 80 Viewshed Landmarks

- Visible from Route 80-West
- Visible From Route 80-East

Figure 83. Opportunities to capture attention from Route 80

B. Install new signage to direct motorists to Paterson’s major destinations

>> **intermediate-term recommendation**

Once Greater Spruce Street’s highway presence is bolstered and drivers begin to take notice, the next step is to help them navigate from Route 80 into the neighborhood. The Greater Spruce Street neighborhood enjoys convenient access to and from Routes 80 and 19. To maximize the potential benefits of its location adjacent to the highway and encourage drivers to make Greater Spruce Street a destination, the neighborhood should commission the creation of new auto-oriented signage legible to drivers moving at high speeds. The signs should direct motorists to the area’s major destinations, namely Great Falls, Hinchliffe Stadium, and the area’s architectural wonders and culinary delights.

While the South Dakota Corn Palace’s highway advertisements, which begin more than 100 miles away from the Palace itself, are a bit excessive, Greater Spruce Street destination advertisements along Routes 80 and 19 should begin at least two miles away in each direction. Directional signage should increase in concentration and become more specific as cars approach the neighborhood, utilizing the slack spaces next to the Routes 80 and 19 off-ramps, in particular. Auto-oriented signs should also be installed at the intersections of Cianci and Ward, and Ward and Main Streets. Signs similar in graphic language should mark the destinations and parking garages as well to help visitors recognize when they have arrived and where they should park.

Once the proposed parking structure is built at the southern end of the NJT Bus Barn (see Recommendation 6.4A), the signs should change in emphasis from auto-oriented directions to a park and walk campaign.

C. Install new signage in Downtown Paterson to direct pedestrians to major destinations in the Greater Spruce Street neighborhood and its surroundings

> **intermediate-term recommendation**

Curious visitors or interested local residents could get lost in the details of downtown Paterson’s impressive architecture, alone, but there’s so much more to see – hidden, but in such close proximity! As revitalization moves forward, the Greater Spruce Street neighborhood should install a wayfinding signage system throughout downtown Paterson to make sure that foot traffic near Main Street ventures farther a field to explore all that the City has to offer. The new signage should serve as branding for downtown, the Great Falls Historic District, and other local destinations, raise awareness of nearby amenities, and help pedestrians navigate the Greater Spruce Street neighborhood.

Signs should direct people to Great Falls and the Visitor Center, Hinchliffe Stadium, the Paterson Museum, Paterson’s historic mill buildings along “Mill Mile” (see Recommendation 7.3B), Greater Spruce Street’s growing urban campus, the S.U.M. Island environmental education center (see Recommendation 5.4B), and other major destinations.

7.2 Improve Gateways to Paterson and the Greater Spruce Street neighborhood

First impressions are powerful, and though Paterson's have potential, the City, and the Greater Spruce Street neighborhood, suffer from a serious lack of sense of arrival – especially given all of the area's unique offerings and attractions. The following recommendations are designed to add beauty, color, and interest to points at the main entrances of the neighborhood, helping to distinguish the neighborhood in the eyes of drivers and passersby as more a destination than a space between here and there.

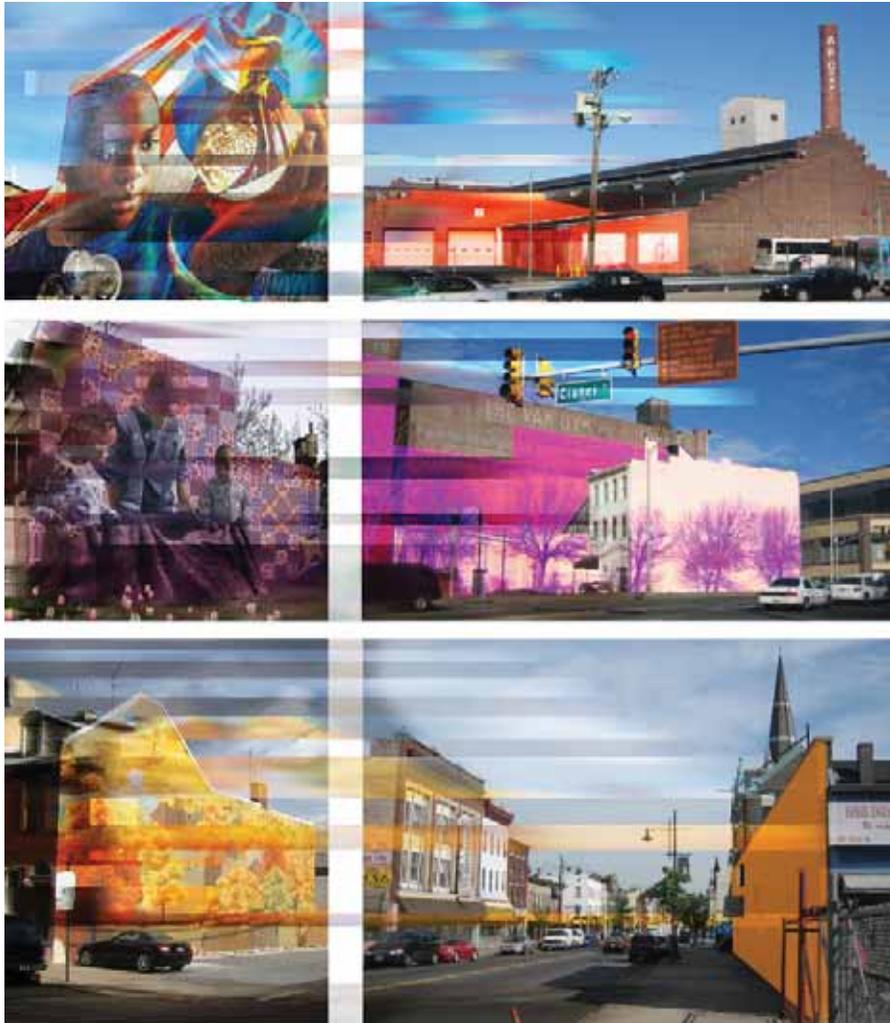


Figure 84. Mural opportunities for highly visible surfaces

A. Introduce murals at highly visible locations near neighborhood gateways

> short-term recommendation

Public art can make a significant impact on the perception of a place. The Greater Spruce Street neighborhood should use murals to introduce beauty to blank walls and celebrate themes of Paterson's history and cultural diversity. Highly visible surfaces near the neighborhood's main entrances should be targeted, and the murals should be designed in collaboration with a mural artist, with the design process acting as a community building exercise just as valuable as the final product.

The following façades and walls represent mural opportunity sites, visible both to drivers and pedestrians, there to enliven the streetscape for both visitors and local residents:

- **Father English Community Center** – At the southeastern edge of the study area, this blank brick façade greets those approaching Greater Spruce Street from Route 80 or South Paterson.
- **Van Dyk Furniture Company** – Highly visible along Main Street as well as along the Ward Street entrance into downtown Paterson, this mixed use building appears to be under construction, although improvements are yet to be visible from Ward. The faded furniture company advertising adds a gritty charm and link to the past and should be integrated into new surface treatments. The blank white wall set below the Van Dyk walls also begs for some color.
- **Southern edge of the NJT Bus Barn** – This façade, along with Great Falls' collection of smokestacks, is immediately visible to drivers entering the Greater Spruce Street neighborhood from Routes 80 and 19. With Great Falls and its adjacent mills tucked in the distance, this canvas should be used to communicate about the area's unique industrial heritage and the future National Park.
- **Highway access infrastructure over Grand Street** – The walls and ceilings created along and over Grand Street by the access ramps to Routes 80 and 19 are also important sites for community murals. These murals will brighten the walk to and from Greater Spruce Street's urban campus, but will also be visible to Grand Street's high volume of local and through-traffic.

B. Implement extensive pedestrian and public realm improvements along Oliver and Ward Streets

>> **intermediate-term recommendation**

The sweeping Oliver and Ward Street alignment ushers drivers into and out of the Greater Spruce Street neighborhood and downtown Paterson. The auto-dominated street offers little of visual interest for drivers, but the pedestrian experience along this wide street is far worse. Jersey and Mill Streets both abruptly dead end south of Ward. Pedestrian connectivity is lost, and the resulting awkward and unkempt patches of land along Ward are sites of illegal dumping and overgrowth. Ugly chain link fencing and jersey barriers form a wall between Ward and the neighborhood fabric to the south, buffering pedestrians who dare to walk the narrow, inaccessible, and fragmented sidewalk along Ward's southern edge. The new brick plazas on either side of Ward and Oliver contain few attractions, dilapidated seating among them; these plazas suffer from fast traffic and isolation too. As described in Recommendation 7.2.A., the blank walls at Ward and Main Streets are currently a missed opportunity for a more positive welcome to the area.

Recommendation 6.4A provides a detailed site plan for reconfiguring the Route 80 and 19 on and off ramps as they meet Ward Street as well as a vision of Ward Street as an urban boulevard that restores connectivity between the neighborhoods currently divided by Ward. Such major infrastructure changes will alter the area's challenging existing conditions, but in the meantime, the following pedestrian and public realm improvements should be implemented along the Oliver and Ward Street alignment:

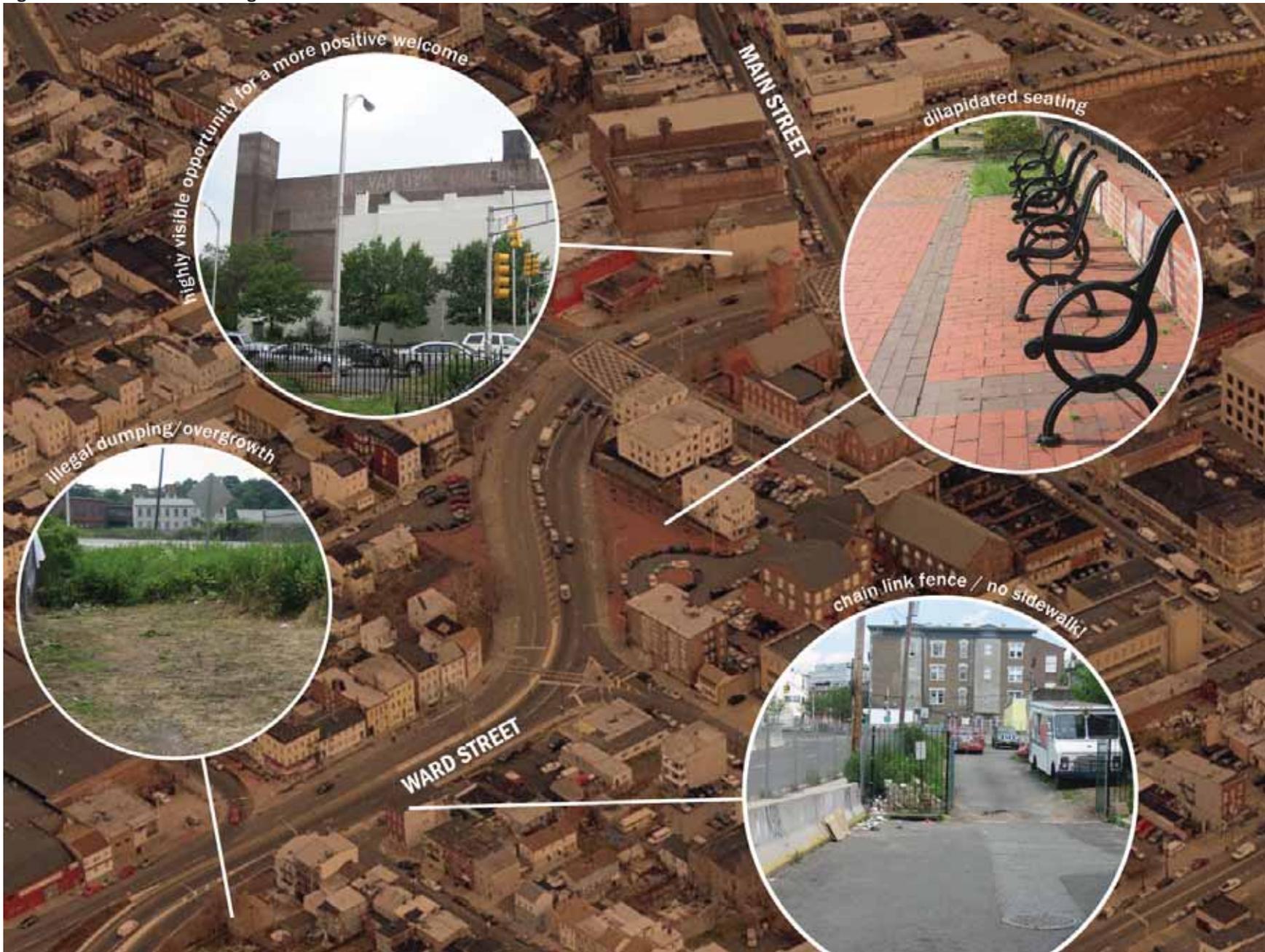
- Remove the chain link fence along the southern edge of Ward Street and replace it with a more attractive alternative;
- Plant street trees to separate the sidewalk from surface artery traffic flows;
- Replace dead-end slack space where Ward Street meets the Ward Street surface artery with a terraced urban plaza;
- Reclaim the slack space/illegal dumping ground south of Ward Street between Mill and Jersey Streets with a landscaped park space or community garden;
- Repair the street furniture on the plaza at Ward and Oliver Streets;
- Introduce large scale public sculpture in the plaza for sitting and playing but also legible to drivers passing at faster speeds; and
- Create a connective sidewalk along Ward Street, and formalize pedestrian circulation from Mill Street onto Ward Street.

C. Leverage the planned reconstruction of Public School #3 to improve the gateway at Main Street near Green

>>> **long-term recommendation**

If the planned reconstruction of School #3 moves forward, the community should lobby to piggy-back improvements to the gateway at Main Street near Green as part of the larger capital investment project. Leveraged improvements should include plantings and signage in the slack spaces on either side of the Route 80 exit ramp, a mural along the side of Father English Community Center (as described in Recommendation 7.2.A.), better edge treatments of the surface parking lots at Father English and the Martin de Porres Village apartments, and crosswalks paved in alternative materials to encourage cars to slow down and yield to pedestrians upon entering the neighborhood.

Figure 85. Pedestrian issues along Ward Street



7.3 Creatively infuse the public realm with information about Paterson's unique past and living history

Beyond branding and navigational signage, residents and visitors would benefit from interpretive, informational signage that helps them read and understand the city around them. Paterson established itself as a center of innovation, and in keeping with the tradition of an inventive past, the following recommendations offer fresh ideas for making history in Greater Spruce Street living history – accessible, interesting, and relevant to the diverse population that inhabits the neighborhood or stops by to visit the Falls, explore the Mills and raceways, and sample the global cuisine while they're at it.

A. Rethink the form and function of the “historic plaque”

> short-term recommendation

Rather than populating the National Park and the old industrial and commercial corridors of the Greater Spruce Street neighborhood with the same old historic plaques found in historic districts across the country, create more engaging and illustrative historic markers by installing “telescopes through time.” These “telescopes” might retrofit quarter-fed binary telescopes typically found at scenic tourist destinations with scrollable viewfinder images depicting the scene at various stages through history.

B. Develop and market a “Mill Mile” walking tour of Greater Spruce Street's historic mill buildings and raceways

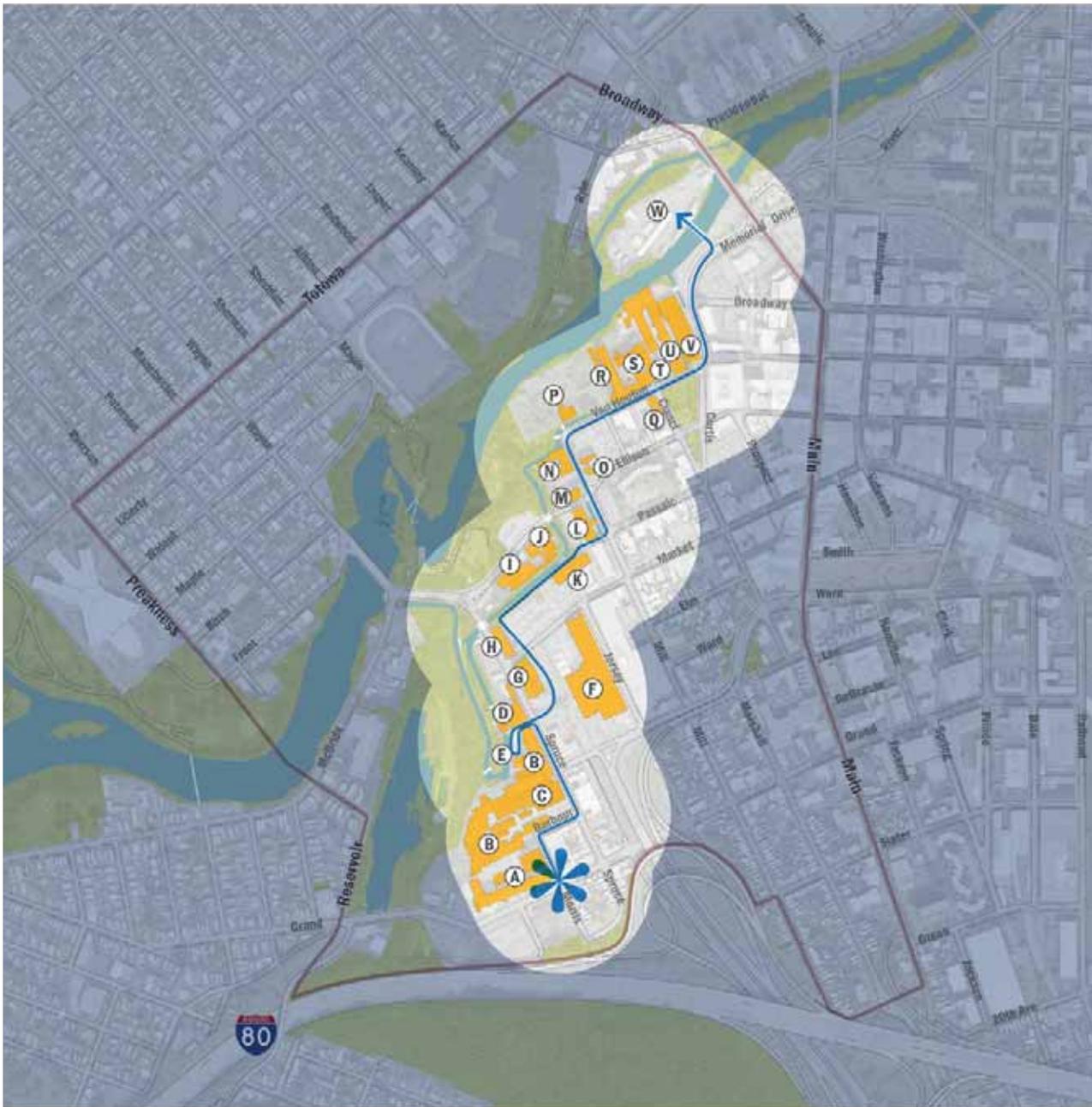
> short-term recommendation

Map of Mill Mile with ipod listener diagram

Honor and preserve Greater Spruce Street's grittiness with a Mill Mile walking tour of the area's historic mill buildings. The trail should be clearly marked with building signs that call attention to structures of note. An MP3 audio tour – available for free download from NJCDC's website or that of the Paterson Historic Preservation Commission, the Great Falls National Park, or another entity – should be created in partnership with the Historic Preservation Commission. The audio tour should discuss the architectural history, evolution, and adaptive reuse of buildings along the one-mile route.



Figure 86. Telescopes through time



- (A) HIGHLAND WATER COMPANY
- (B) BARBOUR FLAX SPINNING COMPANY
- (C) DOLPHIN MILLS
- (D) ROGERS LOCOMOTIVE COMPANY
- (E) PROPOSED UPPER RACEWAY PLAZA
- (F) ROGERS LOCOMOTIVE COMPANY TRAIN SHED
- (G) ROGERS LOCOMOTIVE COMPANY
- (H) UNION WORKS
- (I) COLONIAL MILL
- (J) SANDOZ COMPANY
- (K) DANFORTH COOKE & COMPANY
- (L) HAMILTON MILL
- (M) FRANKLIN MILL
- (N) ESSEX MILL
- (O) THOMSON / RYLE HOUSES & ESSEX MILL STOREHOUSE
- (P) ATP SITE MILL RUINS
- (Q) QUESTION MARK BAR
- (R) CONGDON MILL
- (S) PHOENIX MILL
- (T) HARMONY MILL
- (U) INDUSTRY MILL
- (V) EDISON ILLUMINATION COMPANY
- (W) S.U.M. ISLAND / "LITTLE CONEY ISLAND"

Figure 87. Proposed Mill Mile and audio tour

The route for Greater Spruce Street's Mill Mile should take the below noted form to pass the following historic structures:

- Begin at the Highland Water Company building at Grand and Morris Street,
- Turn right at Barbour Street past the Barbour Flax Spinning Company on the left,
- Turn left on Spruce Street, past Dolphin Mills to NJCDC's Rogers Locomotive building,
- Duck left into the proposed plaza at the upper raceway (see Recommendation 5.1D) and then back out, across Spruce Street, to pass between the Paterson Museum's Rogers Locomotive building with its sculpture garden and the former Rogers Locomotive Company Train Shed,
- Cross Market Street and slip between the Union Works building and the proposed Hotel and Conference Center (see Recommendation 4.6C) to the middle raceway,
- Follow the path along the middle raceway past the Colonial Mill, the Sandoz Company building, and the Danforth Cooke & Company building,
- Descend the wide steps the right of Hamilton Mill site, and turn left on Mill Street,
- Walk past Franklin Mill, Essex Mill, the Thomson/Ryle Houses, and the Essex Mill Storehouse on Mill Street,
- Curve around onto Van Houten Street, past the ATP site and along the lower raceway to see the Question Mark Bar, which was the gathering place of the IWW and other radicals during the famous 1913 Silk Strike, as well as the Congdon, Phoenix, Harmony, and Industry Mills, and the Edison Illumination Company building,
- Turn left onto Memorial Drive and follow the curve to end at S.U.M. Island, once called Little Coney Island.

For walkers who wish to explore downtown Paterson and its rich collection of Beaux Arts architecture, the linear Mill Mile can be converted into a loop that laps back along Main Street. If interest is great enough, a second chapter of the audio tour should be created with help from the Paterson Historic Preservation Commission for significant buildings on Main.

C. Celebrate Paterson's literary history by encouraging reading and indulging book worms in the streets

> short-term recommendation

Launch a Paterson Reads | Read Paterson initiative that makes reading a public event and celebrates the City's history in poetry. Take reading to the streets in several ways:

- **Temporary Public Art** – Link the library's community "reading club" book selections to temporary public art installations related to the current book. Consider stenciling excerpts of the current book in semi-permanent paint on streets and sidewalks throughout Greater Spruce Street's campus green (described in goal area 2, Lifelong Learning).
- **Poetic Public Art** – Install a poetry booth for the public's listening pleasure. Among Rochester, New York's collection of public sculpture is an old-fashioned telephone booth where people can go to get a fix of poetry read aloud. Just pick up the receiver and listen for as long as you like – for free. Alternatively, print the words of Paterson's famous poets (William Carlos Williams, Allen Ginsberg, Simon Perchik, etc.) in the ground for a lasting impression as done in St. Paul, Minnesota.
- **Bus Book Share Program** – For bookworms and bored transit riders awaiting the next bus, the Paterson Reads | Read Paterson program might also encompass a Bus Book Share Program in which donated books are made available in bus shelters (where they exist) and book shelters attached to bus stop sign poles (where they don't) for anyone to take, read, and return if they like. At Harvard's Graduate School of Design, a public space project proposed a Bus Book Share Program in which all of the books would be spray painted a bright color (yellow) to make the books easily identifiable and also to discourage stealing the books for resale.



In the words of President Obama new Secretary of Education, Arne Duncan, "never before has being smart been so cool."

precedents: reading is cool

The Get London Reading campaign was a viral/guerilla style marketing strategy that utilized sidewalk stencils to paint excerpts from books set in London on to local streets and sidewalks. The campaign also employed an online interactive map that ties books – title, author, and summary – to the location of their settings within London's neighborhoods.

www.getlondonreading.co.uk

Everyday Poems for City Sidewalk in St. Paul, Minnesota is another literary public art project in which the artist imprinted the poetry of 34 local poets into sidewalks across the City. What if Greater Spruce Streets' students grew up with strings of William Carlos Williams words floating through their heads each morning?

www.publicartstpaul.org/everydaysidewalk



Examples of public art. Top: Poetry canopy. Bottom: Poetry booth.



7.4 Establish a cleaner, greener public realm, a greener identity, and a more positive public image

But before the crowds arrive to visit Great Falls National Park, before signage goes up to market the neighborhood, and before public art installations are deployed to raise awareness about local heritage and culture, the Greater Spruce Street neighborhood has some homework to do to improve its public image. The following recommendations are about cleaning up the public realm – and keeping it clean, greening the streets and screening unsightly structures, and adopting greener habits so that when Greater Spruce Street becomes a hub for green industry, the neighborhood itself is walking the walk.

A. Provide more trash cans and recycling bins in parks and public places

> short-term recommendation

Trash cans in the Greater Spruce Street neighborhood are few and far between; the ones that exist are often overburdened or overflowing, forcing passers by to create impromptu receptacles out of found hollow objects, such as broken street lights. Garbage litters the streets, sidewalks, raceways, and slack space throughout the study area, contributing to the negative perception of the City and the neighborhood. The neighbors recognize that even just “cleaning it up” would be a huge step toward improving Greater Spruce Street.

The lack of frequent, convenient, and regularly emptied garbage and recycling bins is largely to blame for the neighborhood’s trash issues. Trash cans and recycling bins should be strategically located where foot traffic and trash volume is high and spaced at least every two blocks along the sidewalk. Key streets to target first for new trash cans and recycling bins include Main and Market, Spruce and Grand, Totowa and Broadway. Trash and recycling receptacles should also be provided within and adjacent to the proposed Great Falls Park boundaries, along the waterways in particular to prevent litter from finding its way into the raceways and River. Neighborhood parks require additional receptacles as well.

Though functional in purpose, trash and recycling receptacles should be carefully selected or designed to ensure that they add visual interest and character to the Greater Spruce Street neighborhood. To boost the presence and potential of the artist community surrounding the Great Falls, secure funds to commission local artists to design and fabricate unique, site specific bins. Solar-powered, self-compacting “BigBelly” trash cans offer a green option for areas with the highest trash volumes. Though these bins are expensive, the compacting feature reduces the frequency of trash pick up by 70%, which offsets the purchase cost in two years. Advertising space on the bins’ outer walls can be used to defray costs... or to display art by local artists or students.



Big Belly.
Source: www.bigbellsolar.com



Artist-adorned trash bins in Amsterdam.

B. Hire more street cleaners

> short-term recommendation

While added trash and recycling receptacles along the sidewalks and paths of the Greater Spruce Street neighborhood will help keep streets *cleaner*, the bins alone cannot keep the streets truly *clean*. Street sweeping is a necessity, particularly along commercial corridors, where the success of local business, the image of stores, and appeal of their goods are all directly related to the surrounding sidewalk environment.

The Greater Spruce Street neighborhood should work with the City of Paterson or with leadership entities such as NJCDC and partner organizations along the Spruce Street corridor, businesses along Market and Main, and the National Park Service within the boundaries of the Great Falls Park to increase the level of street cleaning service within the community. Funding raised for this initiative can either be used to contract with the current street cleaning service deployed throughout Paterson's Urban Enterprise Zone by the Downtown Merchant's Association or to develop and train a segment of the local workforce through a program like Philadelphia's Ready, Willing & Able or Chicago's Cleanslate, which offer job training, job placement, and supportive services to formerly homeless, or "difficult to place"³¹ individuals, often with a criminal record.

precedent: fresh start

Ready, Willing & Able Philadelphia, sponsored by The Doe Fund, Inc. provides a holistic approach, "offering individuals the opportunity to break the cycle of homelessness, welfare dependency, incarceration, and substance abuse by obtaining full-time jobs, independent housing, and lasting sobriety." Trained program participants receive an hourly stipend to provide street cleaning and land maintenance services. The stipend covers room and board expenses."

www.rwaphilly.org

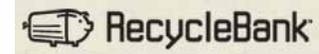
31 Cleanslate Chicago: <http://cleanslatechicago.org>

C. Promote recycling and the reduction of waste.

>> intermediate-term recommendation

Recycling exists in Paterson, much to the surprise of many residents. In fact, recycling is the law. It is an operation of the Public Works Department, which collects commingled recyclables from residential, commercial, and institutional land uses on a bi-weekly basis.³² However, enforcement of recycling programs is non-existent, and participation is low. For Paterson to become a greener city, recycling must become more of a habit and way of life for all residents and visitors, and Greater Spruce Street should strive to become a model neighborhood for recycling. A local recycling initiative must make recycling easy and must be accompanied by education as to why and how to recycle. Incentivizing the behavior works too.

One potential partner for an improved recycling initiative and community recycling effort is RecycleBank,³³ and incentive-based recycling service provider that measures the amount recycled by each business or community member at each pick up time and translates that amount into Points redeemable at partner organizations and stores. RecycleBank typically partners with municipalities or large entities like universities, but the Greater Spruce Street neighborhood should investigate the possibility of a pilot program in the community for the City at large.



If a partnership with RecycleBank is impossible, the neighborhood should still launch a local recycling initiative that puts recycling in the public eye. Public recycling bins should join the new trash bins on the streets, in neighborhood parks, and in the future Great Falls National Park.

A composting facility on S.U.M. Island, described in greater detail in Recommendation 5.4B, would deepen the community's commitment to reducing waste beyond recycling. In New York, Battery Park City composts all of the natural waste generated from the park and surrounding areas and uses the resulting soil, rich in nutrients, in the maintenance and growth of the site. While the S.U.M. Island facility would be a municipal composting hub, household and business composting should be taught and encouraged as well.



32 See: www.patcity.com

33 See: www.recyclebank.com and www.recyclebank.com/how-it-works/kiosks



Figure 88. Street tree planting priority areas

New Street Tree Planting

- Phase I
- Phase II

D. Initiate a comprehensive and successional tree planting program

> short-term recommendation

Trees frame streets and views, and their presence has been proven to increase residential property values, reduce summer cooling bills, and reduce stormwater runoff. They help to combat ozone and air pollution, bringing a decrease in associated lung and heart problems as well. Their presence reduces individual stress and, in urban communities, has been associated with reduced violence and increased positive social behavior and interaction.³⁴ Trees are affordable, and tree planting is an achievable strategy that yields immediate results, and yet, trees - particularly street trees - are in short supply in Greater Spruce Street.

The proposed tree planting strategy for the Greater Spruce Street neighborhood calls for a two-pronged approach, with one public works tree planting campaign along major corridors and one community-based tree planting campaign on residential blocks where neighbors have sufficient interest to learn about, plant, and tend to trees in front of their homes. The public works portion of the strategy should target Spruce and Wayne Streets extending from Grand to Totowa as well as Grand and Ward as an initial phase, greening the Greater Spruce Street urban campus and major gateways first. The second phase should focus plantings along Totowa and Market.

For the community-based planting strategy, NJCDC and partner organizations should reach out to the New Jersey Tree Foundation or other local greening partners to assist with the education necessary to ensure that trees on residential blocks remain healthy and well cared for.

Both planting campaigns should adopt a successional approach that introduces different tree species and different aged trees into the landscape. This diversified planting strategy provides an sustainable urban forest that is better able to weather climate fluctuations and diseases, and less likely to be wiped out by one change in the environment.

E. Reduce the visual impact of unsightly structures

>>>long-term recommendation

Though the Greater Spruce Street neighborhood hosts a wealth of architectural gems along the banks of the Passaic River, the length of Main Street, and in between, the neighborhood also hosts a handful of unsightly structures that detract from the local streetscape. Two structures are particularly offensive – aesthetically unappealing, large, looming, and highly visible – the Passaic County Jail and the municipal parking garage at Ellison Street and Curtis Place. Greening should be used to screen these buildings from neighboring areas.

The Passaic County Jail should have dense plantings and new street trees along the perimeter wall and raised planters on Marshall and Grand Streets. If permitted, growing vines along some of the highly visible façades of the building itself would improve its appearance.

For the municipal parking garage, which presents its harsh red façade to Lou Costello park, the possibility of a vegetated screen or green, living wall should be explored, visually extending the park upward while camouflaging the garage.

While the vines on the Pasadena, California Garage offer a simple solution to a similar structure, the screening of the new Nutwood Parking Facility at California State University at Fullerton³⁵ features perforated metal scrims and frosted glass, which serves as a projection surface for art, video, and information. A living wall system of fast-growing bamboo and flowering vines wraps portions of the structure. Lit from within, the building glows at night.



L: Vine covered parking structure in Pasadena

R: Nutwood Parking Facility at California State University at Fullerton

³⁴ Wachter, Susan. "The Determinants of Neighborhood Transformation in Philadelphia. Identification and Analysis: The New Kensington Pilot Study." The Wharton School. University of Pennsylvania, 2005.

³⁵

See: http://images.businessweek.com/ss/08/05/0521_beautiful_parking/index_01.htm

VI Implementation Approach

The Greater Spruce Street neighborhood Plan is a comprehensive plan that outlines a path for community revitalization over the next decade. Although the plan contains multiple strategies for NJCDC and its partners to pursue, each recommendation requires a different set of partners and volunteer efforts, enabling many proposals to be addressed concurrently. Regardless of who spearheads a given initiative, implementation of the plan will necessitate great cooperation, hard work, and persistence to ensure that resulting change delivers success to the residents, business owners, and stakeholders in the Greater Spruce Street neighborhood.

Furthermore, the range of recommendations for the Greater Spruce Street neighborhood's revitalization will require coordination and financing well beyond what NJCDC and its partners can provide or organize locally. City, State, and Federal agencies, local institutions, and interested developers must form an active dialog about these recommendations. As with any implementation strategy, NJCDC and its coalition of stakeholders should seek to blend dollars from both public and private sources to maximize impact. Foundation dollars and grants should also be sought for specific efforts. The Implementation Matrix included at the close of this section outlines an approach to phasing and timeframe, responsibility and partners, costs and funding sources for each recommendation.

This plan can, and should, be updated in 10 years. Funding sources and programs, political representatives, community leaders, on the ground conditions, and even some local priorities will change in ways that are impossible to predict fully. As different recommendations move forward, community priorities should be re-evaluated, and, if necessary, new recommendations that reinforce the goals and objectives set forth during this process should be considered.

But in the meantime, in coming weeks and months, it will be important to keep the momentum built during the planning process alive.

8.1 Take some immediate next steps

NJCDC and its coalition of involved residents and local institutions will need to take several important next steps – with the City of Paterson, with potential funders, as an organization, and with the residents and stakeholders themselves – to ensure that those involved stay involved and that those in power take note of the plan and embrace an active role in its implementation.

A. **Submit the plan for adoption by the Paterson Planning Board as an amendment to the Master Plan**

> short-term recommendation

The first action item for NJCDC, its partners, and the community is to present this plan for adoption by the Paterson Planning Board as an amendment to the Master Plan. Such official recognition of this plan and the community's vision for the Greater Spruce Street neighborhood is necessary to make certain that the physical and policy elements of the plan are incorporated into the City's future plans and thus achieved over the longer term. Floating the plan among City representatives will also raise awareness that significant strides have been made to organize the local stakeholders and prepare for the neighborhood's revitalization.

B. **Present this plan, in full, to the Wachovia Regional Foundation**

> short-term recommendation

Another immediate next step is to submit this plan to the Wachovia Regional Foundation for discussion about potential implementation funding. This plan was made possible, in part, by a generous Neighborhood Planning Grant from the foundation, which renders the plan eligible to receive a Neighborhood Implementation Grant of up to \$750,000. Wachovia Regional Foundation Neighborhood Implementation Grant money funds program costs only, such as staff salaries, equipment, supplies, and fit-out for a given project or projects; it is not to be used for operating costs or capital development.

C. Submit the plan for approval by the New Jersey Department of Community Affairs (DCA), and file an application for Neighborhood Revitalization Tax Credit (NRTC) program funding

> short-term recommendation

This plan was also made possible, again in part, by a Neighborhood Revitalization Tax Credit (NRTC) Planning Grant³⁶ from the DCA Division of Community Resources. NJCDC must submit this plan to the DCA for approval as Greater Spruce Street's neighborhood revitalization plan. Once the DCA approves the plan, NJCDC, as the non-profit entity guiding the plan's creation, becomes eligible to prepare a proposal for a specific NRTC project or projects, again for DCA approval. Tax credit must be applied toward mostly physical or capital improvements, but otherwise the investment dollars are largely flexible. Approved projects are eligible for up to \$1 million in NRTC investments.

Upon plan approval, NJCDC and its partners should file an application for funding for a year-one package of proposed NRTC projects totaling up to \$1 million in proposed capital investments, \$600,000 of which must be earmarked for housing or economic development-related investment. The remaining \$400,000 can be allocated more freely among other capital investment initiatives prioritized by the neighborhood.

If the plan receives DCA approval under the NRTC program, the Greater Spruce Street neighborhood will be eligible for funding on a yearly basis of up to \$1 million for the next 10 years.

D. Recruit a corporate partner for Greater Spruce Street's inclusion in the NRTC program

> short-term recommendation

Although DCA will match a non-profit organization with a corporate partner for participation in the NRTC program, community organizations with DCA-approved neighborhood plans are also encouraged to approach potential business entities who might have a common interest in investing in a given city, community, or project. NJCDC and its community partners should begin to brainstorm and reach out to strategically identified business entities that stand to benefit from Greater Spruce Street's revitalization.

The NRTC program lists the following advantages to program participation for businesses with State of New Jersey business-related income tax liability: "capitalize on a 100% State tax credit; revitalize the area where you do business; strengthen your corporate image; create community and public relations opportunities; [and] meet the requirements of the Community Reinvestment Act."³⁷

E. Convene a Community Advisory Board

> short-term recommendation

Beyond reaching out to potential funders and government agencies to build support for plan implementation, NJCDC and its coalition of community partners must formalize its organization at the community level, strengthening the relationships that emerged and grew during the planning process. NJCDC should convene a Community Advisory Board to oversee implementation of the Greater Spruce Street neighborhood Plan. The Board should include representatives of committed neighborhood groups, service providers, merchants, artists, resident volunteers, and public officials ready to work with each other, the City of Paterson, potential funders, and private partners to steer the plan's implementation and push for real change.

The Community Advisory Committee, overseen by NJCDC staff, should be charged with tracking the status of the plan and the progress of the different individuals and Action Teams (see Recommendation 8.1.F) that are spearheading each initiative. The Committee should meet monthly to coordinate and report on implementation achievements, ensure that specific milestones of the plan are met, and review updates from each Action Team at such sessions.

³⁶ The Neighborhood Revitalization Tax Credit Program (NRTC) is designed to establish partnerships between business entities and community organizations in order to foster the revitalization of New Jersey's distressed neighborhoods. The program offers business entities a 100% tax credit against various New Jersey State taxes amounting to \$25,000 to \$1 million per year. Credits are provided to business entities or corporate partners that invest in the revitalization of low and moderate-income neighborhoods in eligible cities. Sixty percent of the tax credit funds must be used for activities related to the housing development or economic development. The remaining balance may be used for complementary activities such as the provision of assistance to small businesses, removing barriers to self-sufficiency, and promoting the integration of mixed-income neighborhoods.

In order to qualify for this tax credit investment, a not-for-profit entity must prepare a neighborhood revitalization plan and submit the plan to the New Jersey Department of Community Affairs (NJDCA) for approval. This plan is intended for that purpose.

³⁷ Neighborhood Revitalization Tax Credit Program: A Guide for Businesses: www.nj.gov/dca/dcr/nrtc/nrtcbrochure.pdf

F. Form seven Action Teams

> short-term recommendation

In addition to the Community Advisory Board, NJCDC should form seven sub-committees, or Action Teams, to serve as the Community Advisory Board's workforce. The seven Action Teams should correspond to the seven goal areas established in the recommendations section of this plan: Empowered Community; Lifelong Learning; Housing Opportunities; Restored Productivity; Engaging Parks and Play Space; Balanced Streets; and Strengthened Identity and Heightened Awareness. In this way, the Action Teams will directly address the neighborhood's critical needs, as identified by the community itself.

The Action Teams should consist of volunteers – local residents and business owners as well as representatives of service providers and core institutions – who are interested in ensuring the success of that particular focus. An NJCDC AmeriCorps member should be designated to act as chair of each Action Team, provide necessary administrative and coordination tasks, and serve as liaison to the Community Advisory Committee. Each Action Team must take responsibility for its part of plan implementation, set aggressive schedules, and monitor its progress.

G. Initiate a comprehensive traffic study to evaluate specific transportation-related issues faced by the Greater Spruce Street neighborhood

> short-term recommendation

In order to move forward with some of the needed transportation improvements, and to explore the feasibility of the recommendations proposed by this study, a comprehensive transportation infrastructure and traffic study should be conducted by a professional transportation engineering consultant, with close coordination with transportation planning authorities at the local, county, and state level. The study should take a comprehensive approach with an emphasis on evaluating the following plan recommendations:

- Reconfigure highway access ramps to establish a more efficient flow of traffic and to remove excess highway infrastructure. The reconfiguration of the highway access infrastructure to accommodate a parking structure on the Rogers Train Shed site should be considered one solution scenario of many. As the amount of space dedicated to the on and off-ramps associated with Routes 80 and 19 constitutes a major rift in neighborhood fabric, a long-term plan for reconfiguring this inefficient interchange should be determined regardless of implementation of the proposed Rogers Train Shed site.
- Explore the feasibility of implementing the proposed redevelopment of the Rogers Train Shed with associated highway access infrastructure and Ward Street realignments.
- Determine an alternate route scenario to redirect truck traffic off of Main and Spruce Streets where possible.
- Determine appropriate on-street parking policies and pricing.
- Develop cost-benefit analyses for specific intersection enhancements.

H. Establish an alliance to guide select Great Falls-related projects through implementation, providing stewardship of a unified vision for the area

Lastly, it is important for the Greater Spruce Street neighborhood and its leadership to recognize the immensity of the task at hand and the complexity of the path that leads from here and now to a revitalized tomorrow. Full implementation of the plan calls for a coordinated and multifaceted strategy in which all players must remain focused and play to their strengths. NJCDC cannot and should not attempt to oversee all elements of the plan as they come to fruition. Instead, NJCDC and its coalition of partners at the community, City, County and State levels should work together to establish an alliance with the sole responsibility of guiding select Great Falls-related projects through implementation. This alliance may evolve into a separate community development corporation but the initial idea is to build on the existing local capacity to move implementation forward.

Implementation Matrix and Phasing

Attached is an Implementation Matrix that details the action type, timeframe, responsibility and partners, estimated costs, and potential funding sources for each recommendation. The spreadsheet is intended to serve as a guide to help organize and track the neighborhood's progress in implementing the plan's components. It should be used actively, updated, and changed once implementation commences; costs are preliminary and will need to be updated as efforts move forward. Likewise, although a number of potential funding sources are identified for certain initiatives, it is NJCDC and its partners' duty to determine the most attainable source of funds at the time fundraising efforts are underway.

While the Implementation Matrix addresses each recommendation, discussions with NJCDC, community stakeholders, and public officials have identified a number of clear priority projects. These priority projects, also highlighted as **signature development projects** or **signature neighborhood improvement projects**, are defined as critical investments that can have a transformative impact on the community in the coming year or soon thereafter. While some of these projects will not be implemented fully within even the next five years, it is important that significant progress be made toward their implementation. For instance, the process of acquiring land, securing funding, finalizing designs, and obtaining permits should move forward actively for signature development projects during that time.

NJCDC, its partners, and Greater Spruce Street community members have identified the following capital projects as priority projects for the Greater Spruce Street neighborhood:

signature development projects:

- Take a block by block approach to infill development (Recommendation 3.3C)
- Create new markets for fresh food (Recommendation 4.7C)
- Initiate a dialog and establish a partnership between Public School #5, the School Board, and Friends of Hinchliffe Stadium to discuss strategies for the short-term restoration of the field for use as a school sporting events facility (Recommendation 5.2B)
- Support the establishment of a new parking structure in the Great Falls area (Recommendation 6.4B)

signature neighborhood improvement projects:

- Market the S.U.M. Hydroelectric Plant to visitors (Recommendation 4.1E)
- Support the improvement of Great Falls Park (Recommendation 5.1A)
- Improve access to the Upper Raceway Park and Costello Pool (Recommendation 5.1D)
- Make L'Enfant Walk a connective linear park (Recommendation 5.1E)
- Initiate visibility projects to raise awareness of Hinchliffe Stadium (Recommendation 5.2A)
- Improve school play spaces (Recommendation 5.3B)
- Explore potential of developing community gardening and sustainable food production facilities and an environmental learning center on S.U.M. Island (Recommendation 5.4B)
- Prioritize streetscape improvements and traffic calming devices on Spruce Street (Recommendation 6.2A)
- Reconfigure Ward Street as a connective urban boulevard (Recommendation 6.2F)
- Improve sidewalk conditions and connectivity to "pave the way" for the "Mill Mile" walking tour (Recommendation 6.2G)
- Introduce murals at highly visible locations near neighborhood gateways (Recommendation 7.2A)
- Rethink the form and function of the "historic plaque." (Recommendation 7.3A)
- Initiate a comprehensive and successional tree planting program (Recommendation 7.4D)

As capital improvements move forward in the Greater Spruce Street neighborhood, so too must key social service, human capital, and community building initiatives to ensure that as quality of life improves for area residents, so too do life circumstances. The following programmatic and community empowerment recommendations are intended as first steps in implementation as well:

priority projects:

- Evaluate the service gaps for the immigrant community (Recommendation 1.1D)
- Form a Youth Squad (Recommendation 1.2B)
- Encourage the formation of resident safety associations (Recommendation 1.3E)
- Encourage schools to become “mixed use,” full-service community schools (Recommendation 2.1A)
- Expand the YouthBuild program beyond housing to address additional community needs (Recommendation 2.2E)
- Establish a Safe Routes to School Program in Paterson to improve walkability, calm traffic, and encourage walking to school (Recommendation 2.3A)
- Improve housing services for the growing immigrant/foreign born population (Recommendation 3.2F)
- Form an Arts and Culture Commission (Recommendation 4.3A)
- Make the Greater Spruce Street Neighborhood an immersive educational showcase of green building features (Recommendation 4.5A)
- Market Paterson to travel guide publishers and travel websites to encourage them to include Paterson in New York visitors’ guides as a day trip destination (recommendation 4.6A)
- Develop and market a “Mill Mile” walking tour of Greater Spruce Street’s historic mill buildings and raceways (Recommendation 7.3B)

Paterson’s Greater Spruce Street neighborhood is on the cusp of major change. Strong, stable leadership is needed to guide the neighborhood as it revitalizes, ensuring that the existing community has a voice in the process and that the needs and dreams of today’s residents receive attention and investment equal to that of the proposed Great Falls Park and its future visitors. NJCDC, with its longstanding commitment to the people of the Greater Spruce Street neighborhood and the neighborhood itself, is poised to fill this leadership role. As the plan transitions into implementation, NJCDC must keep the community dialog, so central to this planning process, ongoing and open. The ball is rolling. The challenge now is to maintain the energy and momentum. *Good luck... and have fun!*

Implementation Matrix

Singature Development Projects Indicated by:

Singature Neighborhood Improvement Projects Indicated by:

Priority Projects Indicated by: ▶

NJCDC

What the NJCDC should do tomorrow				
		Action	Timeframe	Responsibility / Partners
▶		Submit the plan for adoption by the Paterson Planning Board as an amendment to the Master Plan	short-term	NJCDC
▶		Present this plan, in full, to the Wachovia Regional Foundation	short-term	NJCDC
▶		Submit the plan for approval by the New Jersey Department of Community Affairs (DCA), and file an application for Neighborhood Revitalization Tax Credit (NRTC) program funding	short-term	NJCDC
▶		Recruit a corporate partner for Greater Spruce Street's inclusion in the NRTC program	short-term	NJCDC
▶		Convene a Community Advisory Board	short-term	NJCDC
▶		Form seven Action Teams	short-term	NJCDC
▶		Initiate a comprehensive traffic study to evaluate specific transportation-related issues faced by the Greater Spruce Street Neighborhood	short-term	NJCDC
▶		Establish an alliance to guide select Great Falls-related projects through implementation, providing stewardship of a unified vision for the area	short-term	NJCDC

1. Empowered Community				
	Number	Recommendation	Timeframe	Responsibility / Partners
	1.1	Ensure that local services serve the community		Citizen's Alliance
▶	1.1A	Create a Greater Spruce Street social service directory and referral system	short-term	Eva's Village, NJCDC, Oasis, Father English
	1.1B	Advocate for better access to health care education and teen health education	intermediate-term	NJCDC, Youth Council, Father English
	1.1C	Expand and promote services for single moms	intermediate-term	NJCDC, Oasis, Healthy Moms/Healthy Babies
▶	1.1D	Evaluate the service gaps for the immigrant community & other residents	short-term	NJCDC, NJ Immigration Policy Network
	1.1E	Improve access to fresh fruits and vegetables	short-term	Paterson Alliance, City Green, Father English, Farmers' Market
	1.2	Continue to Expand Youth Activities		
▶	1.2A	Improve awareness of existing youth-oriented programs and facilities	short-term	NJCDC, Youth Council, Youthbuild
▶	1.2B	Form a Youth Squad	short-term	NJCDC, Paterson Alliance, GF Teen Center
▶	1.2C	Explore community partnerships to develop creative arts education and job skills development	short-term	Manchester Craftsmen's Guild, NJCDC, Ivanhoe
	1.2D	A way to get around – launch a Paterson Trolley or local bus "Teen Loop" service route	intermediate-term	NJ Transit, Jitney Companies
	1.3	Make Greater Spruce Street a safer, friendlier neighborhood		
	1.3A	Increase the presence of bike and pedestrian police officers	intermediate-term	City of Paterson, Police Dept
	1.3B	Advocate for the development of an effective communication and coordination strategy for local police and National Park Rangers	long-term	City of Paterson, NJCDC
	1.3C	Install emergency 911 hotline phones in strategic locations	intermediate-term	City of Paterson
	1.3D	Improve nighttime lighting along major roads, near institutions, and in parks	intermediate-term	DEP, DOT, City of Paterson
▶	1.3E	Encourage the formation of resident safety associations	short-term	NJCDC

2. Lifelong Learning				
	Number	Recommendation	Timeframe	Responsibility / Partners
	2.1	Support the environment of existing educational facilities, and leverage education-based revitalization efforts for the benefit of the whole community		
▶	2.1A	Encourage schools to become Full-Service Community Schools	short-term	NJCDC, PEF, NJHCDN
	2.2	Establish new (non-traditional) education programs and facilities targeted to serve a diverse population and to develop specialized workforce skills		
	2.1A	Improve bilingual/multi-lingual education	short-term	PCCC, Private ESL Schools, NJIPN
	2.2B	Create a parent-child learning partnership program	intermediate-term	PFC, NJCDC, NJIPN
	2.2C	Develop a night school curriculum for working adults and welcome adults Back to School	intermediate-term	PCCC, Private ESL Schools, International HS
	2.2D	Establish a trade or tech school for continuing education and workforce development	long-term	NJCDC, AmeriCorps, Youthbuild
▶	2.2E	Expand the YouthBuild program beyond housing to address additional community needs	short-term	NJCDC/YouthBuild USA, AmeriCorps, City Green
	2.3	Make public realm improvements and establish programs to ensure safe and convenient access to education facilities		
▶	2.3A	Establish a Safe Routes to School Program in Paterson to improve walkability, calm traffic, and encourage walking to school	short-term	Youth Council, NJCDC
▶	2.3B	Use the Paterson Trolley to provide transportation to and from educational facilities after regular school hours	intermediate-term	NJ Transit, NJCDC

3. Housing Opportunities				
		Recommendation	Timeframe	Responsibility / Partners
	3.1	Set clear expectations for equitable growth		
	3.1A	Preserve existing homeowners and target eligible renters	policy	Housing Authority, Habitat for Humanity
▶	3.1B	Mix market-rate development with affordable housing to build a mixed-income community	policy	City of Paterson
	3.1C	Draft a Community Benefits Agreement	policy	x
▶	3.1D	Integrate New Computers as Basic Housing Infrastructure for All New Affordable Units	policy	NJCDC, City of Paterson
	3.2	Expand Existing Housing Services		
▶	3.2A	Create a Greater Spruce Street Housing Alliance and Resource Center	short-term	NJCDC, Habitat, Housing Authority
▶	3.2B	Address nuisance properties	short-term	NJCDC, Paterson Alliance
	3.2C	Provide tenant/landlord relations facilitation services for resolving disputes	short-term	NJCDC, Housing Authority
	3.2D	Promote professional property management services for small scale landlords to access as part of an Economic Development program	intermediate-term	Housing Authority
▶	3.2E	Address the rising tide of foreclosure and create additional affordable and supportive housing	short-term	NJCDC, HUD, Housing Authority
▶	3.2F	Improve housing services for the growing immigrant/foreign born and those w/ special needs	short-term	Housing Authority, NJIPN
	3.3	Design and develop to offer more housing choices in Greater Spruce Street		
▶	3.3A	Design for multi-generational households and large families	policy	NJCDC, Habitat
	3.3B	Build to meet Transit Village standards	policy	City of Paterson, Passaic Co. Planning
	3.3C	Take a block by block approach to infill development (neighborhood level)	short-term	NJCDC
	3.3D	Investigate the residential conversion potential of the Addy and Veneable Mills	long-term	NJCDC, City of Paterson
	3.3E	Redevelop key publicly owned parking lots for new housing	long-term	City of Paterson, NJCDC, Habitat
	3.3F	Market "Mill Living"	intermediate-term	City of Paterson, NJCDC

4. Restored Productivity			
	Recommendation	Timeframe	Responsibility / Partners
	4.1 Leverage investments and improvements in Great Falls Park to benefit the greater community and local economy		
	4.1A Improve Great Falls Visitor Center for the short term while an new facility is developed closer to the Falls	short-term	Historic Preservation Commission
	4.1B Improve the Paterson Museum	long-term	Historic Preservation Commission
	4.1C Advocate for the permitting of mobile businesses and vendors to help local businesses establish satellite operations in the Park	short-term	NJCDC, UEZ, NJSBDC (William Paterson U)
▶	4.1D Actively attract school groups from Paterson and elsewhere in the region to visit the Great Falls, the Paterson Museum, and other destinations	short-term	PEF, NJCDC, Alliance, Board of Ed
	4.1E Market the S.U.M. Hydroelectric Plant to visitors	intermediate-term	Historic Preservation, NJCDC
	4.2 Encourage local hiring and job creation through redevelopment		
	4.2A Coordinate job readiness programs and technical training	short-term	Passaic Co. Workforce Devo Center, Father English
	4.2B Advocate for local hiring requirements	short-term	Citizen's Campaign, Father English
	4.3 Develop Paterson's arts and cultural potential		
▶	4.3A Form an Arts and Culture Commission	short-term	NJCDC, Ivanhoe, Citizen's Campaign, Alliance
	4.3B Promote the adaptive reuse of vacant mill buildings and Main Street vacancies to support creative production	short-term	NJCDC, City of Paterson, Ivanhoe, Alliance
	4.3C Create a forum and space for sharing resources among creative producers	long-term	Ivanhoe, Artists living in the Mills
	4.3D Establish a 1% for Public Art program in Paterson	intermediate-term	NJCDC, A-Team
▶	4.3E Support art education programs for all ages	intermediate-term	NJCDC, Ivanhoe, Alliance, Manchester Craftsmen's Guild
▶	4.3F Create a Mural Arts program to celebrate Paterson's history and diversity	intermediate-term	NJCDC, Ivanhoe, Alliance, Manchester Craftsmen's Guild
	4.4 Celebrate Paterson's identity as a multicultural global city		
	4.4A Market Paterson's ethnic diversity	short-term	NJCDC, City of Paterson, Local Immigrant Cultural Groups
	4.4B Create a global cuisines kitchen incubator	intermediate-term	UEZ, Chamber of Commerce, Local Immigrant Cultural Groups
	4.4C Leverage foreign investment in Paterson	long-term	Consulates of residents' countries
	4.4D Establish an "Alexander Hamilton Foreign Trade Zone" to encourage the establishment of an international trade market	long-term	UEZ, Chamber of Commerce, Local Immigrant Cultural Groups

	4.5	Make the Greater Spruce Street neighborhood Paterson's green industry incubator		
▶	4.5A	Make the Greater Spruce Street Neighborhood an immersive educational showcase of green building features	short-term	Montclair U, Rutgers U, William Paterson U
	4.5B	Create a Green Building Ordinance	policy	City of Paterson
	4.5C	Practice deconstruction and reuse materials	intermediate-term	
	4.5D	Advocate for the clean up of contaminated sites – including the Passaic River	short-term	Montclair U, Rutgers U, William Paterson U
	4.5E	Enlist green professionals (architects and engineers) in conducting training courses for Paterson's developers and manufacturing and construction workers on green methodologies	short-term	Montclair U, Rutgers U, William Paterson U
	4.5F	Encourage a greener jitney fleet	long-term	Montclair U, Rutgers U, William Paterson U
▶	4.5G	Create "Green Collar Jobs"	long-term	
	4.6	Accommodate the potential tourism industry		
▶	4.6A	Market Paterson to travel guide publishers and travel websites to encourage them to include Paterson in New York visitors' guides as a day trip destination	short-term	City of Paterson, Historic Preservation
	4.6B	Establish a youth hostel to provide low-cost accommodation for visitors	intermediate-term	NJCDC, Youth Council, Youthbuild
▶	4.6C	Encourage the development of a hotel and conference center in the Great Falls area	long-term	NJCDC, City of Paterson
	4.7	Encourage commercial development in the Greater Spruce Street neighborhood		
	4.7A	Increase the awareness of small business support and development programs	short-term	NJSBDC (William Paterson Univ)
	4.7B	Recruit businesses to fill commercial service gaps	intermediate-term	NJSBDC (William Paterson Univ)
	4.7C	Create new markets for fresh food	intermediate-term	Farmers' Markets
	4.7D	Encourage the establishment of medical professional offices in the neighborhood	intermediate-term	City of Paterson, St. Joseph's
	4.7E	Encourage adaptive reuse of vacant commercial space on Main Street or underutilized a mill building space for use in health and medical facilities	long-term	City of Paterson, St. Joseph's
	4.7F	Continue to revitalize the Main Street commercial corridor	intermediate-term	NJSBDC (William Paterson Univ), UEZ
	4.7G	Actively pursue strategies to bring Main Street's vacant upper floors back to life	intermediate-term	City of Paterson, UEZ
▶	4.7H	Consider the future redevelopment potential of key sites	long-term	

5. Engaging Parks and Play Space				
		Recommendation	Timeframe	Responsibility / Partners
	5.1	Make the future Great Falls National Park the threshold to New Jersey's natural assets and extend connections into the community		
▶	5.1A	Support the improvement of Great Falls Park	short-term	City of Paterson, Historic Preservation
	5.1B	Establish a regional trail system to maximize the regional connectivity potential of the Greater Spruce Street Neighborhood open space network	long-term	
	5.1C	Establish bicycle and pedestrian connections to Garrett Mountain Reservation recreation facilities	intermediate-term	
	5.1D	Improve access to the Upper Raceway Park and Costello Pool	intermediate-term	City of Paterson, NJCDC
▶	5.1E	Make L'Enfant Walk a connective linear park	intermediate-term	City of Paterson, NJCDC
	5.1F	Market Paterson's assets and access to open space to potential visitors	short-term	City of Paterson, Historic Preservation
	5.2	Restore Hinchliffe Stadium		
▶	5.2A	Initiate visibility projects to raise awareness of Hinchliffe Stadium	short-term	City of Paterson, Friends of Hinchliffe
▶	5.2B	Initiate a dialog and establish a partnership between Public School #5, the School Board, and Friends of Hinchliffe Stadium to discuss strategies for the short-term restoration of the field for use as a school sporting events facility	short-term	City of Paterson, Public Schools, Board of Ed, PEF, Friends of Hinchliffe
	5.2C	Explore mid-term and long-range strategies to leverage the restoration of the entire stadium	intermediate-term	City of Paterson, Friends of Hinchliffe
	5.2D	Resolve parking concerns	intermediate-term	Parking Authority, Friends of Hinchliffe
	5.3	Create better play spaces for youths of all ages		
▶	5.3A	Create a youth recreation center in the Greater Spruce Street Neighborhood	intermediate-term	Youthbuild, Teen Center/ Youth Council
	5.3B	Improve school play spaces	intermediate-term	City Green, Youthbuild, AmeriCorps
▶	5.3C	Revitalize existing parks and public open space	intermediate-term	City Green, Youthbuild, AmeriCorps
	5.4	Create productive community green spaces		
	5.4A	Encourage the creation of community gardening areas to serve multifamily housing developments	short-term	City Green, Youthbuild, AmeriCorps, Habitat
▶	5.4B	Explore potential of developing community gardening and sustainable food production facilities and an environmental learning center on S.U.M. Island	intermediate-term	City Green, Youthbuild, AmeriCorps

6. Balanced Streets				
		Recommendation	Timeframe	Responsibility / Partners
	6.1	Strengthen enforcement and obedience of traffic laws, parking regulations and pedestrian conduct rules		
	6.1A	Make traffic laws apparent on the streets and sidewalks	short-term	City of Paterson, Police Dept
	6.1B	Encourage early education on safe walking	short-term	Police Dept, Public Schools, Youth Council
	6.1C	Enforce traffic and parking laws	short-term	Police Dept, Parking Authority
	6.2	Improve walkability in the Greater Spruce Street neighborhood		
▶	6.2A	Prioritize streetscape improvements and traffic calming devices on Spruce Street	short-term	
▶	6.2B	Improve the Spruce Street & McBride Avenue Intersection	intermediate-term	NJCDC, City of Paterson
	6.2C	Improve pedestrian accessibility at the intersection of Spruce & Market Streets	short-term	NJCDC, City of Paterson
	6.2D	Establish pedestrian crossings at the intersection of Spruce & Oliver Streets	short-term	NJCDC, City of Paterson
	6.2E	Improve pedestrian facilities at the intersection of Spruce & Grand Streets	short-term	NJCDC, City of Paterson
▶	6.2F	Reconfigure Ward Street as a connective urban boulevard	intermediate-term	NJCDC, City of Paterson
▶	6.2G	Improve sidewalk conditions and connectivity to "pave the way" for the "Mill Mile" walking tour	intermediate-term	NJCDC, City of Paterson
	6.2H	Establish programs to improve sidewalks on residential streets	short-term	NJCDC, City of Paterson
	6.3	Increase awareness and use of local / intracity public transportation options		
	6.3A	Increase utility and awareness of the Paterson Trolley	intermediate-term	NJ Transit, City of Paterson
	6.3B	Improve the New Jersey Transit Broadway Bus Terminal	long-term	NJ Transit, DOT
	6.4	Address the neighborhood's existing public parking shortage and inefficient parking requirements		
▶	6.4A	Support the establishment of a new parking structure in the Great Falls area	intermediate-term	Parking Authority, City of Paterson
	6.4B	Consider shared parking arrangements for new development and lower required parking ratios	short-term	Parking Authority, City of Paterson
	6.4C	Increase metered parking and parking meter rates	short-term	Parking Authority, City of Paterson
	6.5	Improve traffic management on over-burdened streets		
	6.5A	Alleviate traffic congestion on Main Street caused by public transportation vehicles	long-term	NJ Transit, City of Paterson
	6.5B	Properly manage Spruce Street traffic bound for highway onramps	short-term	City of Paterson, DOT
	6.5C	Manage truck traffic to avoid overburdening high-traffic volume streets	long-term	City of Paterson, DOT
	6.6	Make Paterson bike friendly		use New Brunswick Bike Library as a model
	6.6A	Establish a bike route network providing circulation within the community and connecting to the future Great Falls path network	intermediate-term	
	6.6B	Provide adequate supplemental bicycle infrastructure to encourage use of the future bike network	intermediate-term	
	6.6C	Create a bike route network with connections to larger regional trail system	long-term	
	6.6D	Establish a Bike advocacy group	intermediate-term	New Brunswick Bike Library

7. Strengthened Identity / Heightened Awareness				
		Recommendation	Timeframe	Responsibility / Partners
	7.1	Use signage to market hidden assets and local destinations		
▶	7.1A	Flaunt what you have to offer – introduce townscape improvements at locations visible from Route 80.	short-term	City of Paterson, Historic Preserv., DOT
▶	7.1B	Install new signage to direct motorists to Paterson's major destinations	intermediate-term	City of Paterson, Historic Preservation
▶	7.1C	Install new signage in Downtown Paterson to direct pedestrians to major destinations in the Greater Spruce Street neighborhood and its surroundings	intermediate-term	City of Paterson, Historic Preservation
	7.2	Improve gateways to Paterson and the Greater Spruce Street neighborhood		
▶	7.2A	Introduce murals at highly visible locations near neighborhood gateways	short-term	Ivanhoe, City of Paterson, DOT
▶	7.2B	Implement extensive pedestrian and public realm improvements along Oliver and Ward Streets	intermediate-term	City of Paterson, DOT, City Green
	7.2C	Leverage the planned reconstruction of Public School #3 to improve the gateway at Main Street near Green	long-term	PEF
	7.3	Creatively infuse the public realm with information about Paterson's unique past and living history		
	7.3A	Rethink the form and function of the "historic plaque."	short-term	Historic Preservation Commission
▶	7.3B	Develop and market a "Mill Mile" walking tour of Greater Spruce Street's historic mill buildings and raceways	short-term	Historic Preservation Commission
	7.3C	Celebrate Paterson's literary history by encouraging reading and indulging book worms in the streets	short-term	Public Library, Historic Preservation
	7.4	Establish a cleaner, greener public realm, a greener identity, and a more positive public image		
▶	7.4A	Provide more trash cans and recycling bins in parks and public places	short-term	City of Paterson, City Green
	7.4B	Hire more street cleaners	short-term	City of Paterson
▶	7.4C	Promote recycling and the reduction of waste	intermediate-term	City of Paterson
▶	7.4D	Initiate a comprehensive and successional tree planting program	short-term	City of Paterson, City Green
▶	7.4E	Reduce the visual impact of unsightly structures	long-term	City of Paterson

VII Appendix

List of Census Block Groups

Census Block Groups included in the demographic research conducted for the Greater Spruce Street Neighborhood Plan include:

- 1802.5
- 1802.6
- 1804.2
- 1818.1
- 1818.2
- 1818.3
- 1819.1
- 1820.1
- 1820.2

