

CENTER CITY

MILLVILLE

NEIGHBORHOOD PLAN 2019



ur Friends
And Sit With Us.
s, Grow In Peace.
To Surround Us.
Peace May You
And Grow;
Grow Forever.
ur Hearts,
ur Friends,
amilies Together



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SHINE PROGRAM

Our sincere thanks to the youth participants of the SHINE program of First Methodist Church led by Shawn Conners

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THANK YOU! 

Special thanks to St. Paul's Lutheran Church for serving as a central meeting place and outreach center for Center City Neighborhood.

And thank you to everyone who's participated in this collective effort.

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WELCOME!

HERE ARE THE 8 ACTIVITIES WE WOULD LIKE FOR YOU TO GO THROUGH TO

...d place to play

THIS COMMUNITY

15%

spa

HOW CAN WE HELP YOU GET THE MOST FROM YOUR VISIT?



7

6

5

4

3

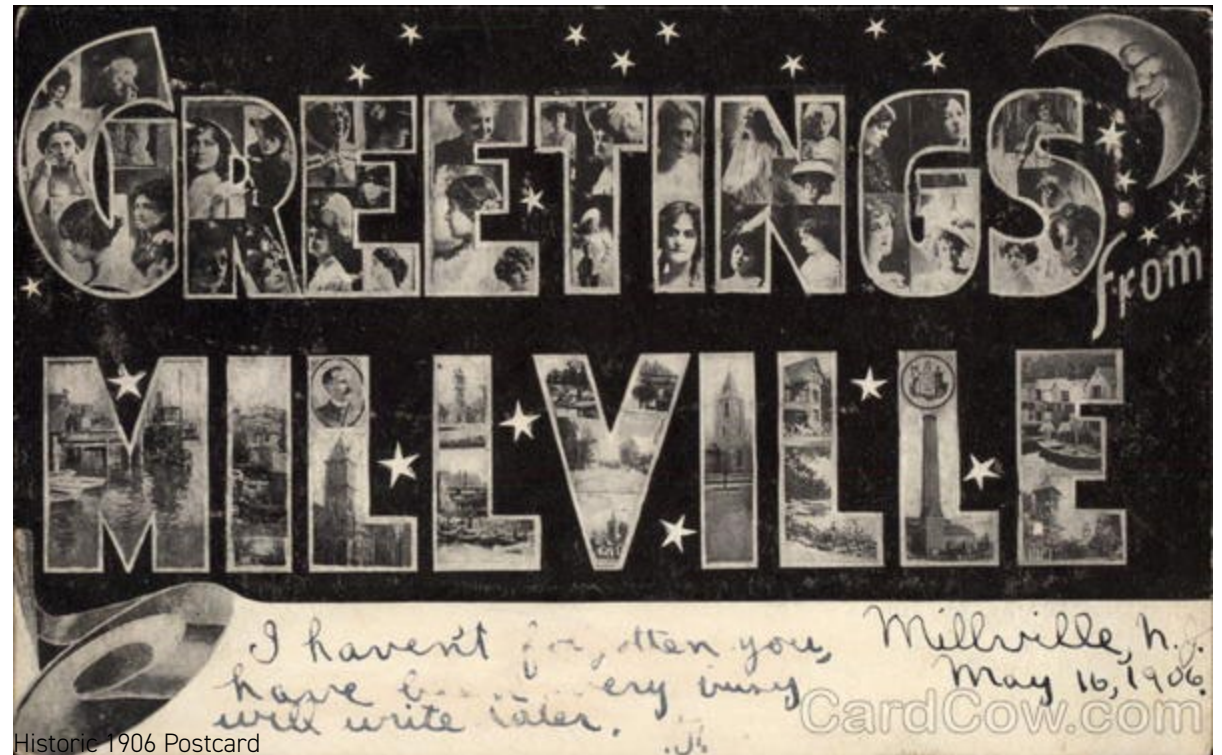


INTRODUCTION

WHY PLAN? WHY NOW?

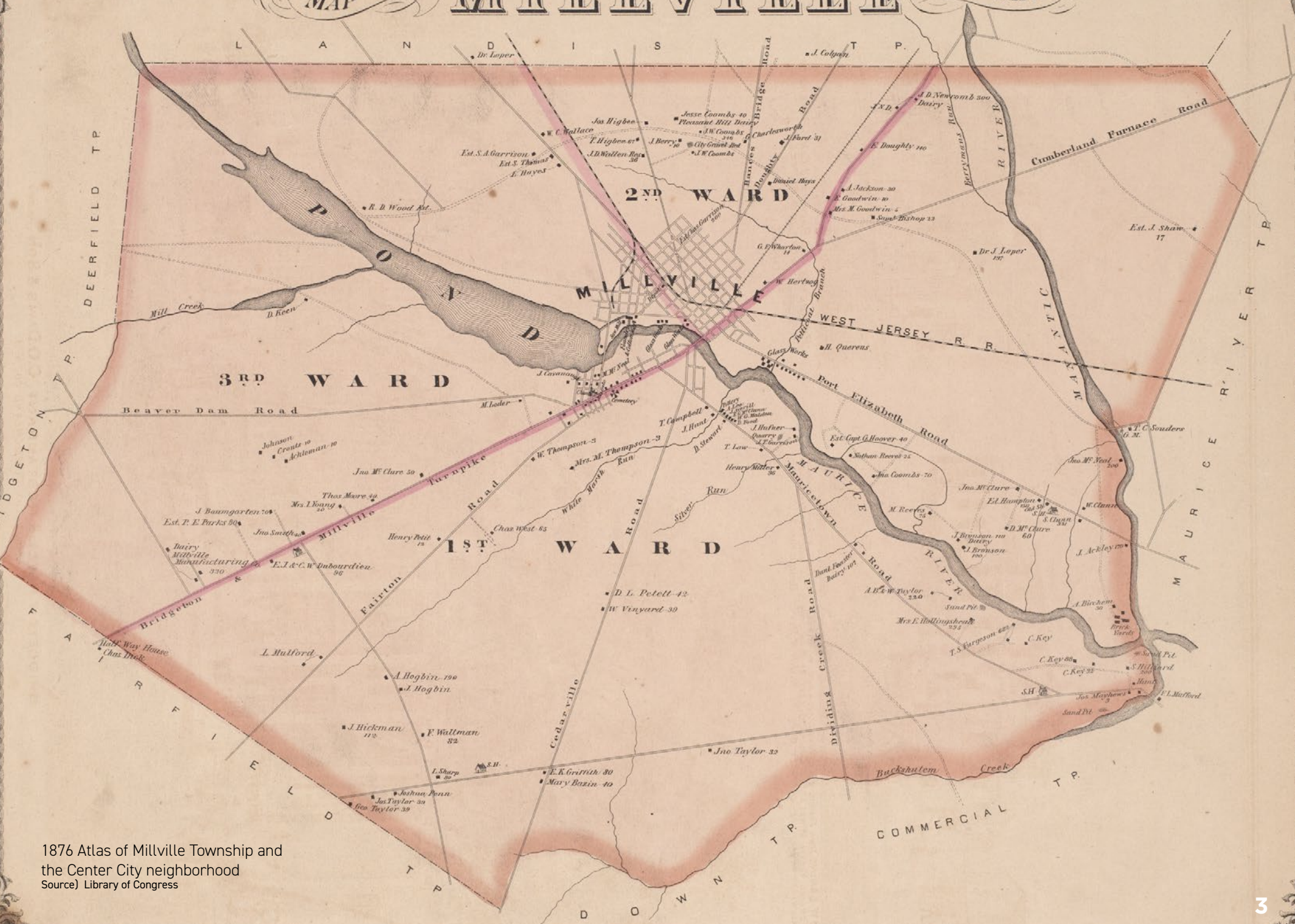
HISTORY

Center City is Millville's oldest community, tracing its origins back to the late 18th century when Joseph Buck established a mill at the head of the Maurice River. With an abundance of natural resources, including forests, a riverfront location, and silica, a fine white grained sand used for glass manufacturing, the City of Millville grew into a hub for the glass industry and provided good paying, local jobs for the community. High Street, the main commercial artery in town, became populated with a thriving mix of local businesses. The residential portion of the Center City neighborhood, just a few steps from High Street, was known for its beautiful historic homes with a stable, blue-collar, middle and working class population.



Historic 1906 Postcard

MAP OF MILLVILLE TOWNSHIP



1876 Atlas of Millville Township and the Center City neighborhood
Source) Library of Congress

RECENT EVENTS

By the 1980's, the number of good paying jobs available in local industry began to dwindle as many of the factories, including Wheaton's, Duran, and Foster and Forbes, began closing or reducing their workforce. The loss of good paying, blue collar jobs prompted many Center City residents to leave, and drained the businesses on High Street of their customer-base. Around the same time, new State and Federal prisons just south of Millville became some of the largest employers and shifted the population dynamic of the Center City neighborhood further.

By the mid-90's, the seeds of revitalization were being planted downtown, and the Glasstown Arts District was formed in 2001. Throughout most of the first decade of the 21st century, the Arts District was known for its vibrant Third Fridays, art galleries, and a revitalized riverfront park that hosted numerous events that drew visitors and local community members. However, the impact of the Great Recession and the loss of funding from sales taxes in the District to support improvements and activities downtown led to a second downturn on High Street, leading to an increase in vacancies and fewer activities to draw visitors downtown.

During this period, the residential neighborhood of Center City continued to decline, resulting in a weakened housing market, a shift to a majority rental neighborhood, and worsening actual and perceived crime rates in the community. Despite the many assets within a short walk of this community, including the Arts District, the Maurice River, the Arts & Innovation Center, the Levoy Theater, and the Renaissance Riverfront Center for the Arts, the neighborhood can feel a world apart from these opportunities.

BUILDING ON OUR STRENGTHS

Despite the challenges, early experiments aimed to engage the community show signs of hope. Playstreets, which closes down Pine Street between 2nd and 3rd Street each summer, has shown that simple, family-oriented programs held right in the community can successfully connect with neighbors and demonstrate tangible signs of improvement. Groups like the SHINE program of First United Methodist Church show the power of programs that give young people a safe supportive place to grow, and the potential for the neighborhood's religious institutions to partner for positive change in the community. And assets like the Levoy Theater, which fills 30,000-35,000 seats annually and attracts visitors from around the region, demonstrate that the potential of the Arts District remains strong.

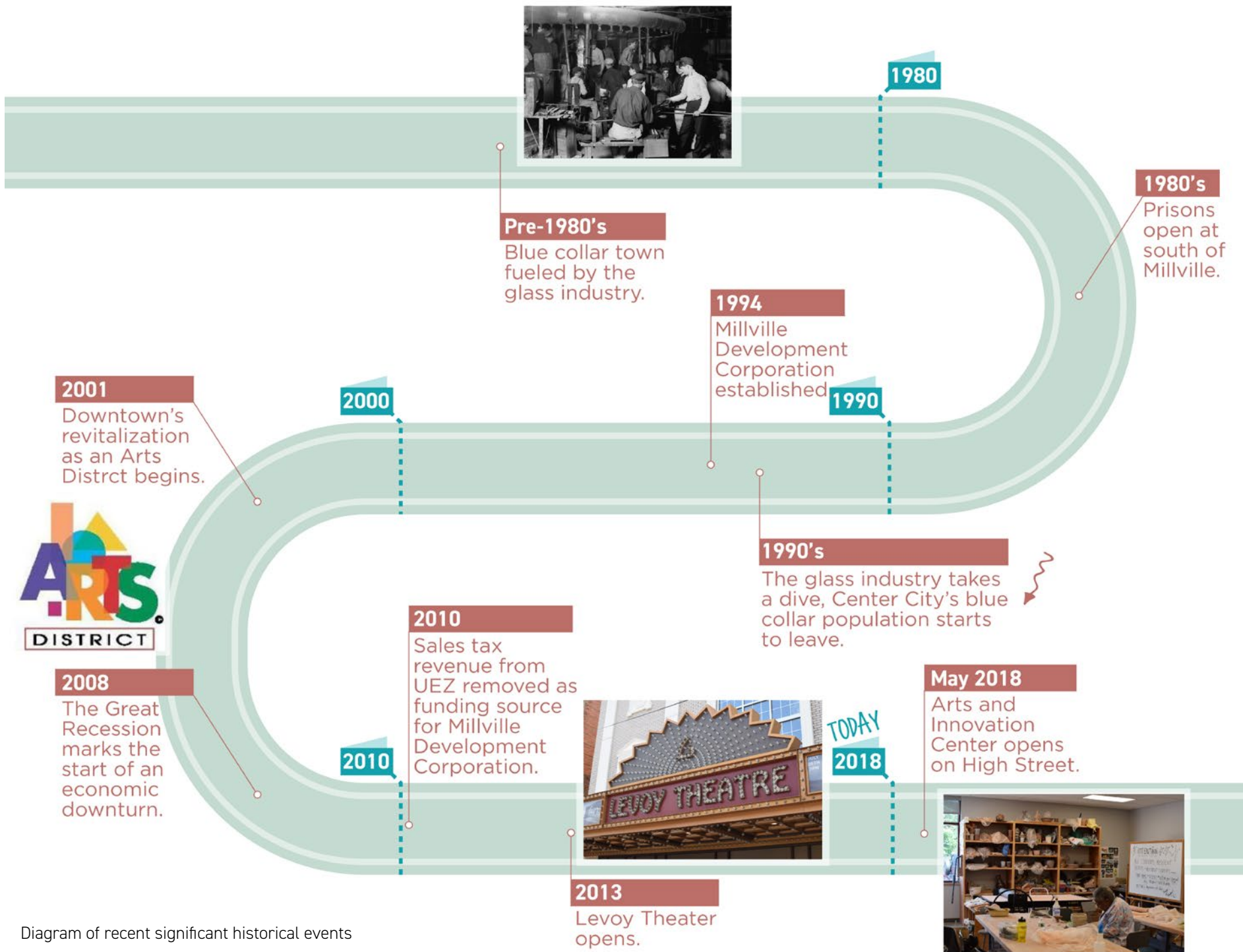
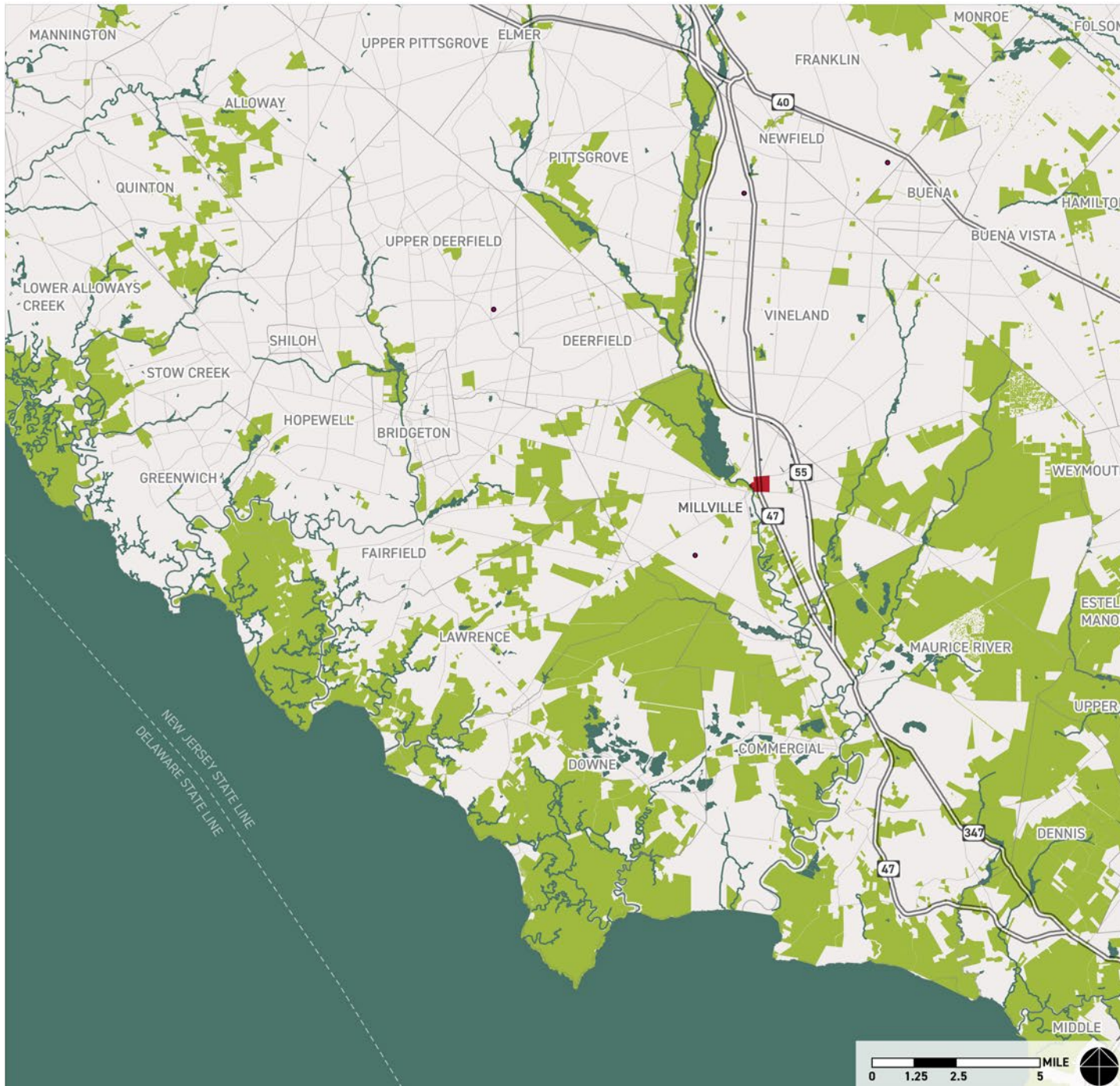


Diagram of recent significant historical events

Figure 1. Context

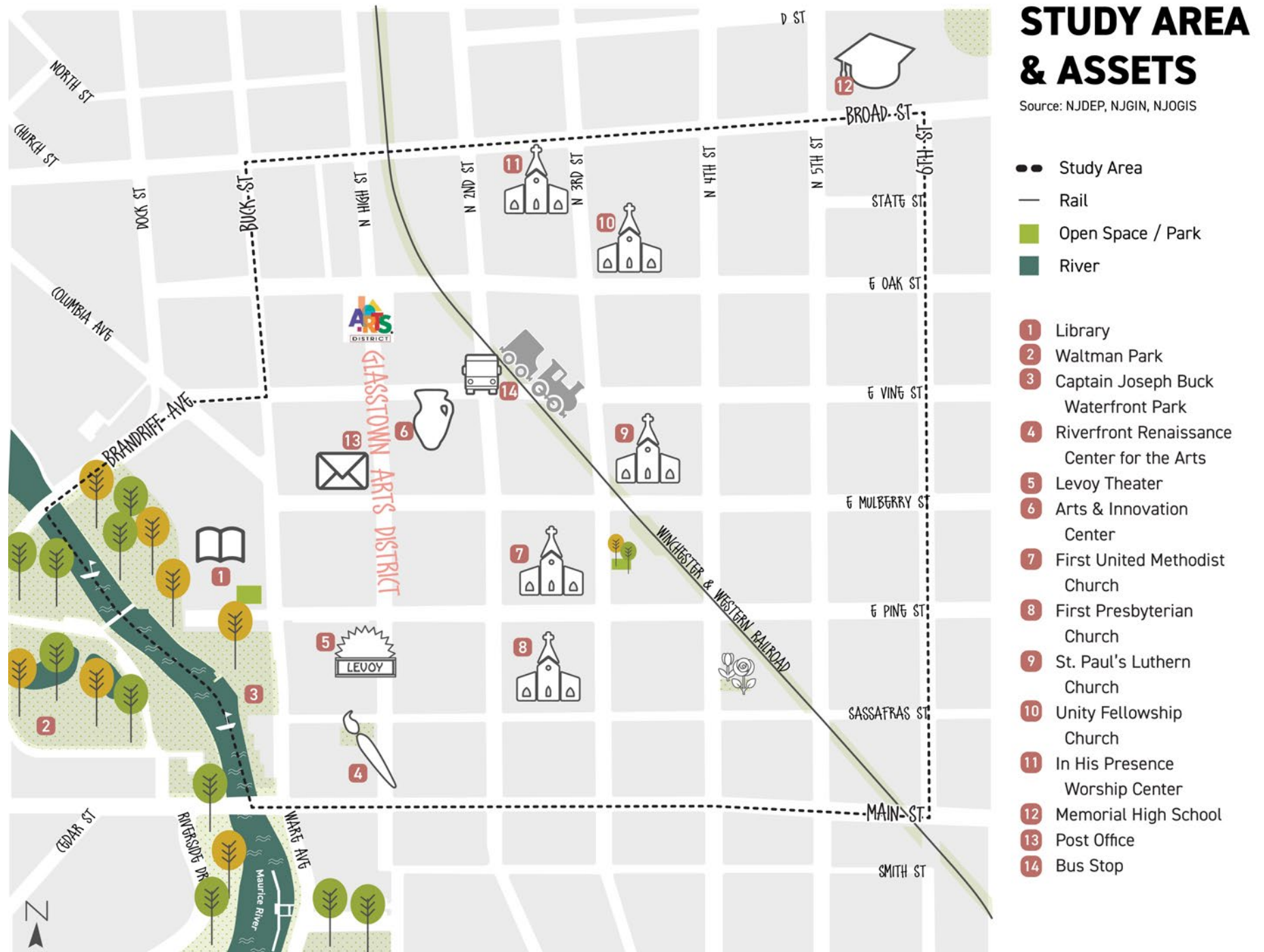


CONTEXT

Source: NJDEP, NJGIN, NJGIS

- Study Area
- Rail
- Open Space / Park
- River

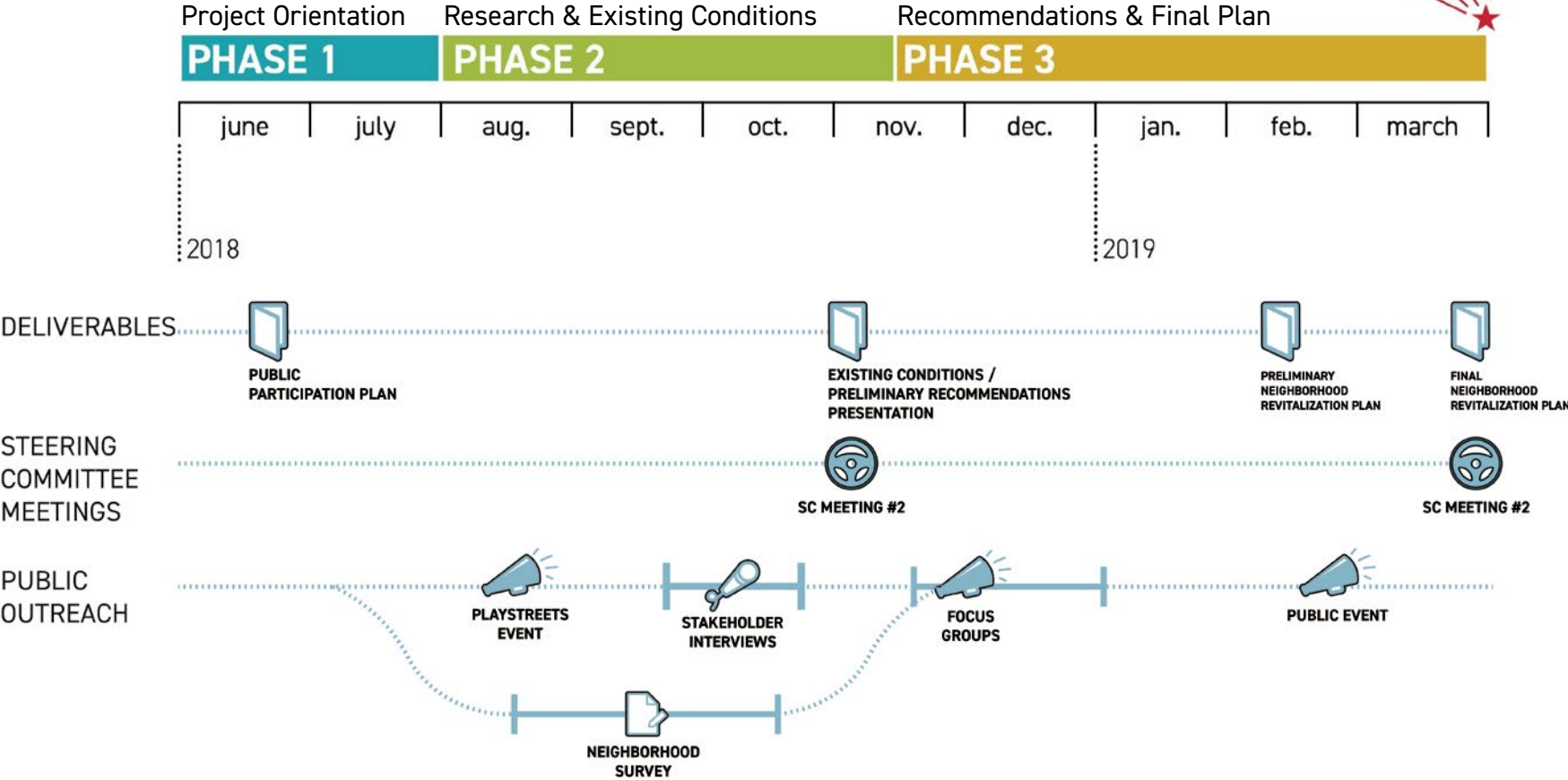
Figure 2. Study Area & Assets



PLANNING PROCESS

The planning process involved three phases of work and lasted approximately 10 months. The process and deliverables were guided by a steering committee of 21 members and the Holly City Development Corporation.

PUT PLAN INTO ACTION!



\$\$\$
 Your neighborhood won the LOTTERY!
 How would you spend that money to improve your community?
 Pick any 2 questions to answer.

WHAT would you SAY?
 Pick any 2 questions to answer.

LANDED AND ASK YOU TO TAKE THEM TO YOUR LEADERS...
 WHO WOULD YOU BRING THEM TO? WHY?
 Pick any 2 questions to answer.

Grab a prize and spin again!
 Double take!
 Pick any 2 questions to answer.

jumped in a time machine and traveled to the year 2028
 What do you hope to see in your neighborhood?
 Pick any 2 questions to answer.

AWESOME!
 is something about this neighborhood
 Pick any 2 questions to answer.

Double take!
 Grab a prize and spin again!
 Pick any 2 questions to answer.

What would you do?
 Pick any 2 questions to answer.

? What?
 Pick any 2 questions to answer.

You have been ELECTED Mayor for a day!
 What's the most important thing you would do during your short tenure to improve the community?
 Pick any 2 questions to answer.

You've got a free day/night to hang out with your family & friends.
 What would you do?
 Pick any 2 questions to answer.



PREVIOUS PLANS

PROPERTY SURVEY REPORT 2018

In 2017, the Holly City Development Corporation (HCDC) and Millville Urban Redevelopment Corporation (MURC) hired New Jersey Community Capital (NJCC) to conduct an analysis of neighborhood conditions and provide recommendations to support the neighborhood's revitalization. This analysis included a parcel-level survey in addition to an analysis of secondary data on crime, foreclosures, property sales and sales prices.

The report concluded with a series of recommendations for revitalizing the Center City neighborhood, based on the findings of the data analysis:

1. Building on assets by prioritizing housing restoration activities in areas of relative stability or strength.
2. Expanding and supporting homeownership by attracting new homeowners, helping existing homeowners stay in and maintain their properties, renovating vacant homes for homeownership, and marketing homeownership assistance programs to neighborhood families and individuals.
3. Organizing and engaging residents to improve their blocks, prioritize vacant properties to secure, beautify neighborhood homes, and partner with the police department to identify areas for better lighting and beautification.
4. Programming and reuse of underutilized spaces to clean and green vacant lots, and to target certain lots for interim uses that benefit the community, such as for community gardens, play spaces, or community events.
5. Refreshing the district's branding and marketing to attract visitors and new residents, including physical improvements that reinforce the neighborhood's sense of place.
6. Working with the City to utilize its property maintenance and nuisance abatement ordinances,, vacant property registry, rental registry, and abandoned property list ordinance to revitalize problem properties.

NEIGHBORHOOD SUMMIT REPORT

In 2015, HCDC hired the Senator Walter Rand Institute for Public Affairs at Rutgers University-Camden to lead a public outreach process to gain input from residents and business owners about the future of the neighborhood. Through a public outreach event, and youth focus group, the consultants led discussions centered on issues around a variety of neighborhood revitalization topics. Throughout several overarching themes/recommendations emerged across topic areas:

1. Improve written and verbal communication with residents.
2. Increase opportunities for partnerships between residents and community stakeholders.
3. Capitalize on established resources in the community.
4. Improve public safety, increase lighting and police presence, and improve communication between residents and the City.
5. Enhance quality of life, including sanitation, noise, property maintenance, and clean and green vacant lots.
6. Increase opportunities for new housing development to occur.
7. Develop programs to attract and retain both residents and businesses.

PUBLIC SAFETY REPORT 2006-2014

The Millville Housing Authority and HCDC, in cooperation with the Millville Police Department, hired New Jersey Community Capital to undertake a geospatial analysis of crime trends in the City and the Center City neighborhood, and to provide recommendations on how to address those findings. The study identified that crime, while on the decline overall, is becoming more concentrated in the Center City neighborhood, and recommendations focus on how to address crime hot spots in the neighborhood. Strategies include:

- Activities to populate the space, bring neighbors out, and put eyes on the street, such as regular community events, sidewalk community meetings, and late night community evening events.
- Training law enforcement officers in Crime Prevention through Environmental Design strategies and implementing these techniques at targeted hotspots.
- Partnering with area businesses and institutions near crime hotspots.
- Creating new and specialized response teams for specific types of crimes.
- Establishment or enforcement of a curfew for juveniles.

MILLVILLE NEIGHBORHOOD ALLIANCE ACTION PLAN

The Millville Neighborhood Alliance is a strategic collaborative of organizations concerned with the escalating deterioration in the Center City neighborhood that began meeting in January 2016 with representatives from over forty organizations. The Alliance is led by the MURC and HCDC. The Alliance is intended to help coordinate efforts of member organizations around the areas of resident empowerment, neighborhood stabilization, and neighborhood prosperity.

NEIGHBORHOOD REVITALIZATION TAX CREDIT PROJECTED ACTIVITIES BUDGET

This document is a matrix of objectives and projects to be used as the basis for applying for NRTC funding to implement projects that emerged from the Millville Neighborhood Alliance Action Plan. NRTC funding requests are made on a yearly basis. Objectives include:

- Reduce Crime and delinquency in the Center City neighborhood.
- Provide better access to jobs, job training and economic opportunity.
- Engage young people in activities that discourage anti-social behavior.
- Expand the range of housing opportunities for existing residents and people looking to move to the neighborhood.
- Continue to revitalize and expand Center City's Business District.
- Implement actions that reduce litter and enhance respect for home and property.
- Expand and implement strategies that improve the streetscape and give the neighborhood a special appearance.
- Repair and maintain building facades, reduce blight; and enhance the appearance of public spaces.
- Empower stakeholders and organizations that connect people with information and new opportunity.
- Provide programs that address an existing gap in social and other neighborhood services.

DEMOGRAPHICS & KEY TRENDS



A DECLINING POPULATION

Center City's population dropped by 9.8% between 2000 and 2016, while the City and County grew by more than 5% during the same period.

Source) US Census 2000, 2010, ACS 2016 (5-Year Estimates)



LOWER EDUCATIONAL ATTAINMENT

3% of Center City's population 25 years of age or older had a Bachelor's Degree in 2016, compared to 12% in the City and 23% in the State.

Source) US Census 2000, 2010, ACS 2016 (5-Year Estimates)



A NEIGHBORHOOD OF FAMILIES

71% of households in the neighborhood were made up of families with children in 2016, and 32% of residents were under the age of 18. Additionally, 32% of the population is under the age of 18, compared to 15% of families in the City & County, and 8% of families in the State.

Source) Holly City Pre-Planning Memo



A GROWING HISPANIC POPULATION

37.5% of residents identified as Hispanic or Latino in 2016, an increase of 12.5 percentage points since 2000.

Source) US Census 2000, 2010, ACS 2016 (5-Year Estimates)



HIGH POVERTY RATES

20% of families in the study area lived below the poverty line in 2016, 86% of whom were single parents with children. In comparison, 15% of families in the City and County, and 8% of families in the State lived below the poverty line.

Source) US Census 2000, 2010, ACS 2016 (5-Year Estimates)



A DECLINE IN HOMEOWNERSHIP

Between 2014 and 2017, the homeownership rate dropped from 50% to 39%. Additionally, 72% of survey respondents said they would not consider buying a home in the neighborhood due to crime, personal financial circumstances, and physical conditions in the community.

Source) 2018 Property Survey Report, 2018 Success Measures Survey



A GLUT OF INVESTOR OWNED PROPERTY

Investor owned properties make up 65% of the study area's residential buildings. The 2018 Property Survey Report found that investor owned properties were generally in worse condition than owner occupied properties.

Source) 2018 Property Survey Report



PROPERTY CONDITIONS

65% of structures in Center City are in fair condition, with 7% of properties in poor condition and 28% of properties in good condition. Property conditions generally worsen east of 3rd street to 6th street where the majority of residential properties are located.

Source) 2018 Property Survey Report



HOUSING AFFORDABILITY

92% of renters were cost burdened in 2016, meaning they paid more than a third of their income on housing, nearly double the 56% of cost-burdened renters in 2010. 55% of renters were extremely cost burdened in 2016, meaning they paid more than half of their income on housing. Among owners, 43% of residents were cost-burdened, up from 31% in 2000, and 9% were extremely cost-burdened.

Source) Holly City Pre-Planning Memo



VACANCY

In total, 27% of properties in the study area are vacant. The majority of these vacant properties are privately owned. Vacancy rates are high for both residential and commercial or mixed-use property. In the study area, 18% of residential properties, and 24% of mixed-use and commercial properties are vacant. Additionally, 11% of parcels in the study area are vacant land with no structures.

Source) 2018 Property Survey Report



CRIME

In 2014, the violent crime rate in the study area was 20.52 incidents per 1,000 residents, nearly four times as high as for the City of Millville (6.92) and Cumberland County (5.11) as a whole. Property crime was also higher in the study area at 108.83 incidents per 1,000 people, compared to 67.25 in the City and 83.34 in the County. The number of drug offenses in the study area typically ranged between 24 and 27 from 2014-2017, and was expected to increase to 28 by the close of 2017.

Source) 2018 Property Survey Report

PUBLIC OUTREACH

The public outreach approach was designed to make outreach fun, interactive and accessible, which included engaging community members at a popular summertime event, hiring local residents to perform a door-to-door survey, creating a video of young peoples' aspirations for their community, and involving young people from a local organization directly in the planning process.

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

THANK YOU





...ost a fall & spring neighborhood clean-up with an after-party!

15 Involve police officers in neighborhood events & programs.

Milwaukee's Playstreets initiative is an example of the positive relationships that can form between community and police when officers become partners in neighborhood events.

...x with the city to improve enforcement.

... could include:

- ... monthly with cities to review code enforcement problem properties
- ... neighborhood with code enforcement officers to ensure neighbors feel should be cited
- ... ord training program
- ... ts on how to report code enforcement issues
- ... ment tools to strategically acquire properties for re-purpose, housing construction, or rehab

18 Improve lighting, fix sidewalks, & intersections and plant street trees throughout the neighborhood.

HOW SAFE WOULD YOU SAY YOU FEEL WALKING IN THE COMMUNITY DURING THE DAY AND AT NIGHT?

Time of Day	Very safe	Somewhat safe	Somewhat unsafe	Very unsafe
DAY	30%	42%	18%	10%
NIGHT	12%	19%	38%	31%

Street improvements that make streets feel safer and more comfortable for pedestrians can help improve residents' sense of safety.

...ULD YOU LOVE TO SEE HAPPEN IN YOUR NEIGHBORHOOD?

...dea from the options above



enjoy kids outside.



A youth center

Millville Public Library
Why? I take my granddaughters to play and read and cross the river to the playground



clean + it something



Why? tends to be cleared there's a

is more for children

Why? We need more places for children after



children weekends summer



Why? There is nothing going on there



Please elaborate on:

Where do you live?
 I live in Center City
 I don't live in Center City but I live in Millville

Where is your favorite place?
(Write in the name and the street intersection of the place)

6 MULBERRY STREET

Why? WHERE I LIVE



Please elaborate on:

Where do you live?

I live in Center City
 I live outside of Millville in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

P.C. ST. MILLVILLE

Please elaborate on:

Where do you live?
Center City I live outside of Millville in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

Center City

Please elaborate on:

Where do you live?

I live in Center City
 I don't live in Center City but I live in Millville

Where is your favorite place?
(Write in the name and the street intersection of the place)

church

Please elaborate on:

Where do you live?
 I live in Center City
 I live outside of Millville in Center City but I live in Millville

Where is your favorite place?
(Write in the name and the street intersection of the place)

the scene and the statue

Please elaborate on:

Where do you live?
 I live in Center City
 I don't live in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

Why? too many swings

Please elaborate on:

Where do you live?

I live in Center City
 I live outside of Millville in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

Why? I would invest money into centers for kids such as art & music studios, more recreation places, and also a vocational learning area where kids can learn



Please elaborate on:

Where do you live?

I live in Center City
 I live outside of Millville in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

mess



Where do you live?

Center City I live outside of Millville in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

all kids in with-bloom



Please elaborate on:

Where do you live?

I live in Center City
 I don't live in Center City but I live in Millville

Where should an improvement be made?
(Write in the name and/or the street intersection of the place)

Why? To provide more activities to do



Please elaborate on:

Where do you live?

I live in Center City
 I live outside of Millville in Center City but I live in Millville

Where is your favorite place?

Please elaborate on:

Where do you live?

VISION



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

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

GOALS



1

BUILDING A FUN & HEALTHY COMMUNITY

to connect residents to our City and each other.

2

LEVERAGING ARTS & ECONOMIC DEVELOPMENT

to improve our economy and create beautiful, inspiring places together.

3

CREATING A MARKET FOR HOMEOWNERSHIP & INVESTMENT

to foster a neighborhood of well-kept, affordable homes and safe streets.

4

IMPROVING OUR PUBLIC SPACES

so that everyone has a great place to meet neighbors, relax, and play.

5

INCREASING ACCESS TO JOBS & EDUCATION

to ensure that no matter your age, you can gain access to economic opportunity.

6

INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP

to foster engaged, informed, and connected citizens of all ages.

HOW TO USE THE PLAN

There are six goals that organize the Plan, and the first page of each section can be used as an executive summary for readers in a hurry. Following is a detailed description of the recommendation, examples or sketches for inspiration, and an implementation “sidebar” for easy reference. At the back of the

Plan you can find an implementation matrix which organizes all the goals and recommendations in one place. Finally, the Plan includes a supplemental “Deck of Cards” which are an easy to share version of the recommendation. Blank cards are included in the deck so you can propose new ideas for a better Center City Millville!



THIS IS A QUICK SUMMARY ABOUT WHY THIS GOAL MATTERS.

THIS IS A SUMMARY OF THE RECOMMENDATION RELATED TO THE GOAL.

RECOMMENDATION

1.3 HOST A FREE COMMUNITY DINNER UNDER THE STARS

Results from the door-to-door neighborhood survey indicated that only 38% of residents participated in an organized community social event, and that less than half (47%) rated the friendliness of neighbors as "good" or "very good". Additionally, throughout the interview process, we heard from non-profit partners who work in the neighborhood that they have had limited success in engaging residents for programs or events.

Regular participation in community events is an effective method for building towards increased civic engagement among residents. As an early step, the plan recommends hosting a free community dinner at an outdoor site in the neighborhood, borrowing from strategies that have worked well in other communities, an outdoor lawn in the community, such as the lawn at First Presbyterian Church could be a potential site for hosting this event. An evening community dinner are often good first steps as they seek to bring people together around a common interest - a good meal and fun activities for adults and kids.

Good precedents include The Harvest Dinner Party at Camden Night Gardens by Cooper's Ferry Partnership (https://bit.ly/2T5Dw4r) and Philly Stake by artist Theresa Rose (https://bit.ly/2F4T130). In both examples, community members were invited to participate in a part of the process, a step which was key to making the dinner a collaborative effort that residents were proud to share with friends. In the Camden example, community members collaborated with a local artist to create the largest tablecloth in America, while in the Philly Stake example (an annual event), a series of small community project proposals are presented to diners, who then have the opportunity to vote for the project they would most like to see funded.

The Harvest Dinner Party at Camden Night Gardens, Camden, NJ
Philly Stake at Bartram's Gardens, Philadelphia, PA, Sarah Rosenzweig

MAKING IT HAPPEN!

TIMEFRAME
Year 1

LEAD
HCDC

PARTNERS
Milville Library, RRCA, Holly City Family Success Center, Local Churches

FUNDING SOURCES
XXX

31

IMPLEMENTATION STEPS

THIS IMPLEMENTATION MATRIX ORGANIZES ALL THE ACTION STEPS IN ONE PLACE.

1. BUILDING A FUN & HEALTHY COMMUNITY					
RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING	
1.1 Expand the Playstreets program	1-5 Years	HCDC	City, Local Churches		
1.2 Host a series of pop-up programs throughout the neighborhood	Year 1	HCDC	City, Public Library, Holly City Family Success Center, Clay College, Levey Theater, RRCA, Local Churches	PNC Arts Alliance	
1.3 Host a free community dinner under the stars	Year 1	HCDC	Milville Library, RRCA, Holly City Family Success Center, Local Churches		
1.4 Create a community center without walls	1-5 Years	HCDC	City, Public Library, Holly City Family Success Center, Holly City Family Success Center, Clay College, Levey Theater, RRCA, Local Churches		
1.5 Get fit and healthy by having fun	1-5 Years	HCDC	City, Holly City Family Center, Holly City Family Success Center, Inspira, Local Farms		
1.6 Host a monthly "The Crawl" on High Street	1-5 Years	HCDC	City, MDC, RRCA, Local Farms		

2. LEVERAGING ARTS & ECONOMIC DEVELOPMENT					
RECOMMENDATION	TIMEFRAME	LEAD	PARTNERS	FUNDING	
2.1 Make the most of the riverfront & High Street as a platform for events	1-5 Years	City, MDC	RRCA, HCDC, Public Library, Levey Theater, Clay College, Local Businesses		
2.2 Create avenues to bring the arts to the neighborhood (and vice versa)	1-5 Years	HCDC	RRCA, Clay College, Levey Theater, SHINE Program, HCDC, Holly City Family Success Center		
2.3 Beautify the triangle and bus stop at 2nd & Vine	Year 1	HCDC	RRCA, Clay College, HCDC, Holly City Family Success Center		
2.4 Create opportunities for creative streetscape interventions	1-5 Years	HCDC	RRCA, Clay College, HCDC, Holly City Family Success Center		
2.5 Use art to stabilize & beautify vacant properties	1-5 Years	HCDC	City, RRCA, Local Churches		
2.6 Build little free libraries throughout the neighborhood	Year 1	RRCA	HCDC, Public Library, Local Churches, Holly City Family Success Center		
2.7 Create opportunities for local entrepreneurs to "pop-up" on High Street	Year 1	HCDC	City, RRCA, MDC		
2.8 Highlight neighborhood faces, stories, & talents in the Arts District	Year 1	HCDC	City, RRCA, Local Churches, Holly City Family Success Center		

96

EXAMPLES OR SKETCHES FOR INSPIRATION.

THE "DECK OF CARDS" ARE AN EASY TO SHARE VERSION OF THE RECOMMENDATIONS.

2 LEVERAGING ARTS & ECONOMIC DEVELOPMENT

2.3 BEAUTIFY THE TRIANGLE AND BUS STOP AT 2ND AND VINE

WHY DOES THIS MATTER?
Eratibus sum ante gratia e conisque sunt. Bore, quare aliqui sunt hanc pro etiam quoniam estiam remanet. equam quoniam estiam remanet. conqueam, veritas sunt, offic te peripero blacup delectum eos.

WHAT DOES CAN WE DO?

WHY SHOULD WE INVOLVE IN MAKING THIS IDEA HAPPEN?

CITY
 MDC
 RRCA
 LIBRARY
 PUBLIC SCHOOL
 HOLLY CITY FAMILY SUCCESS CENTER

CHURCHES
 DEVELOPERS
 BUSINESS OWNERS
 LOCAL ARTISTS
 OTHER

HAVE YOU SEEN AN EXAMPLE OF THIS IDEA FROM ANOTHER CITY?
City/State:
Project Name:

8 EXTRA RECOMMENDATION

I KNOW WE ARE MAKING SOMETHING... SO TELL US!
WHAT IS YOUR BIG IDEA?

PLEASE WRITE IN ONE SENTENCE AND BE AS BRIEF AS POSSIBLE:

WHICH OF THESE GOALS WOULD YOUR IDEA FIT INTO?

BUILDING A FUN & HEALTHY COMMUNITY
 LEVERAGING ARTS & ECONOMIC DEVELOPMENT
 IMPROVING HOW WE LIVE
 IMPROVING OUR PUBLIC SPACE
 INCREASING ACCESS TO JOB & EDUCATION
 INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP

HOW DOES THIS BENEFIT MILVILLE? WHY DOES THIS IDEA MATTER?

WHO SHOULD BE INVOLVED IN MAKING THIS IDEA HAPPEN?

CITY
 MDC
 RRCA
 LIBRARY
 PUBLIC SCHOOL
 HOLLY CITY FAMILY SUCCESS CENTER

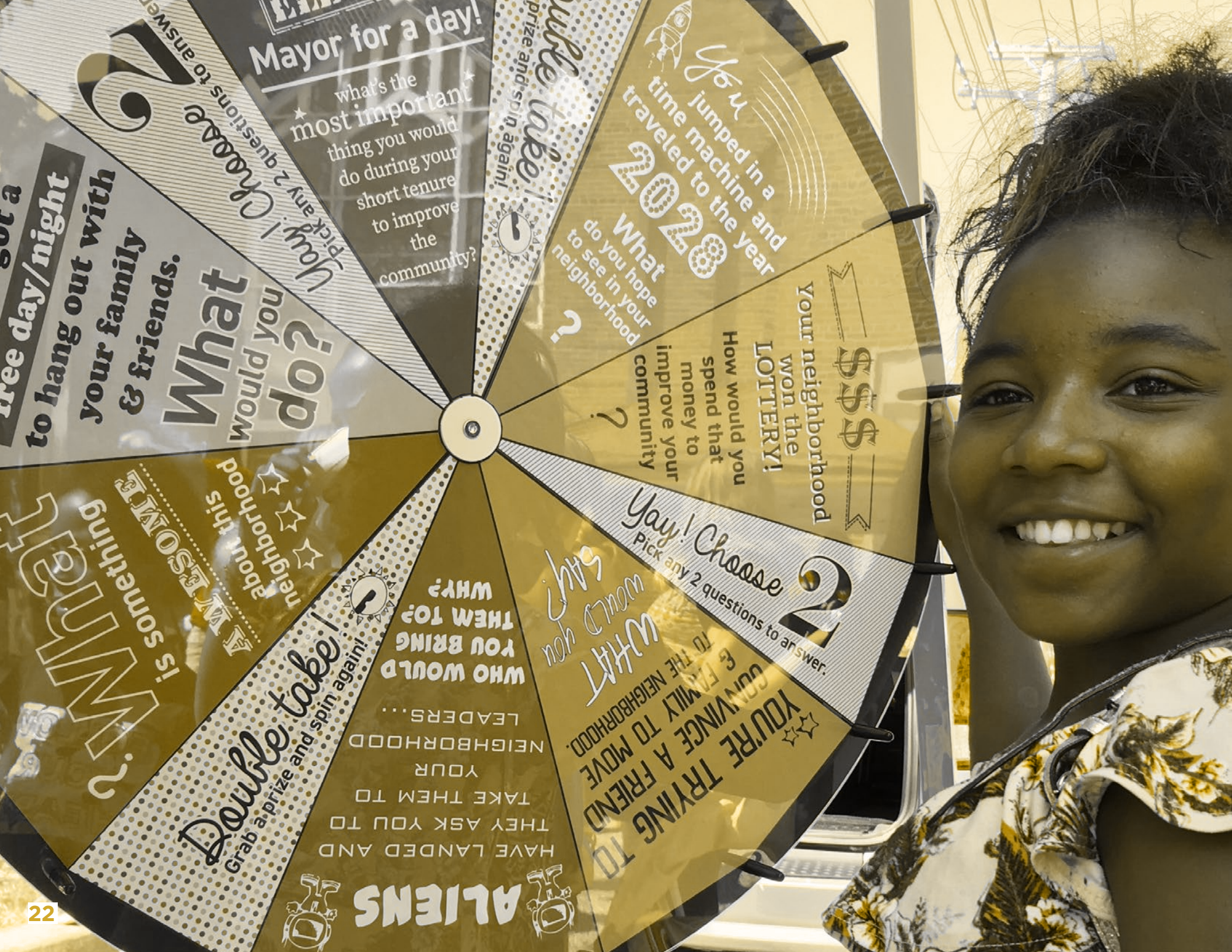
CHURCHES
 DEVELOPERS
 BUSINESS OWNERS
 LOCAL ARTISTS
 OTHER

HAVE YOU SEEN AN EXAMPLE OF THIS IDEA FROM ANOTHER CITY?
City/State:
Project Name:

HAVE A NEW IDEA?
FILL OUT A BLANK RECOMMENDATION CARD TO ADD IT TO THE PLAN!



IDEAS TO IMPROVE OUR COMMUNITY



Mayor for a day!

what's the most important thing you would do during your short tenure to improve the community?

What you would you do?

Free day/night to hang out with your family & friends.

You jumped in a time machine and traveled to the year 2028

What do you hope to see in your neighborhood?

How would you spend that money to improve your community?

Your neighborhood LOTTERY!

\$\$\$

You! Choose Pick any 2 questions to answer.

You're trying to convince a friend & family to move to the neighborhood.

What would you say?

Who would you bring them top leaders...

Have landed and they ask you to take them to your neighborhood

ALIENS

Double take! Grab a prize and spin again!

What is something about this neighborhood?

What is something about this neighborhood?



1

BUILDING A FUN & HEALTHY COMMUNITY

WHY THIS IS IMPORTANT

Building community connections and increasing healthy behaviors in the neighborhood are two goals that go hand in hand. Healthy residents have more energy to be engaged in their communities. Healthy activities like athletics, farmers markets, neighborhood events, and others are often places for casual interactions between neighbors and help to build community.

Additionally, recreational activities are great ways to engage youth and teens in a meaningful way. Outreach efforts show that these groups are looking for more things to do, and being part of a program, community event, or athletic activity can provide access to mentors and peer support, as well as bring mental and physical health benefits.

This goal also takes inspiration from the successful Playstreets program, which for the past 3 years has activated Pine Street between 2nd and 3rd Streets for 6 weeks during the summer. This example is particularly inspiring because the formula behind its success is scalable - simple yet powerfully impactful community events that are supported by the collaboration of neighborhood partners and the City.

To help Millville foster a happier, healthier, and more vibrant community, the plan proposes the following strategies:

- **Expand the Playstreets program** by increasing hours, frequency, and number of community partners.
- **Host a series of pop-up programs throughout the neighborhood** to meet and engage residents where they already spend time.
- **Host a free community dinner under the stars** to bring people together around a good meal in a public location.
- **Create a comprehensive recreation program** to bridge gaps in existing recreation programs while funds are raised for a dedicated center.
- **Get fit and healthy by having fun** with programs such as a mobile farmer's market, free group exercise, and innovative partnerships with local hospitals.
- **Host a monthly "pie crawl" on High Street** to encourage patronizing local businesses and link together community institutions.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

Faith-Based Organizations,
Millville Police Dept.,
PAL,
Board of Education,
Millville Public Library,
SHINE Program,
RRCA,
MDC

FUNDING SOURCES

NRTC,
WFRF,
NPP,
City Recreation,
RW Johnson Grant,
Business and Nonprofit
Sponsors

Priority Recommendation



1.1

EXPAND THE PLAYSTREETS PROGRAM

The Playstreets program, which activates Pine Street between 2nd and 3rd Streets every Wednesday for six weeks over the summer. Now in its fourth year of operation, Playstreets brings together community partners to provide a safe place for youth to play, promotes physical activity and social interaction, and builds bonds between residents, community organizations, and the city. Interviews with city leaders and community organizations noted that not only has Playstreets become a beloved summer tradition for the community, but the program marks one of the most successful efforts to engage neighborhood residents by bringing fun and free activities and safe places to play directly to the neighborhood.

Ideas for building on the Playstreets model include:

- Onboarding more community partners to broaden the number of organizations that contribute to Playstreets activities and working with those partners towards continually improve the quality of activities. This includes the opportunity to involve local arts organizations, faith-based partners, and civic organizations in order to provide a greater range of activities and help those entities connect to the Center City community.
- Increasing the geographic extent of the project by closing off additional streets.
- Increasing the number of days that Playstreets is open, and/or increasing the hours that Playstreets is active.
- Adding times that are more convenient for working parents to be able to join their children.



Playstreets 2018, Millville, NJ

"SOMETHING AWESOME ABOUT MY NEIGHBORHOOD IS THAT WHEN THINGS LIKE PLAYSTREETS HAPPEN, EVERYBODY COMES TOGETHER AND CONTRIBUTES."

-Interview Participant



WARNING
The Designer of This Inflatable Device DOES NOT
Warrant The Safety of This Inflatable Device
Against Proper Inflation and Use Instructions
- PARENTS -
Do not use this inflatable device for commercial purposes
Do not use this inflatable device for the purpose of a lottery
Do not use this inflatable device for the purpose of a lottery

WARNING: SAFETY RULES
1. NO SHARP OBJECTS
2. NO FIRE
3. NO FLAMMABLE LIQUIDS
4. NO TOBACCO PRODUCTS
5. NO ALCOHOLIC BEVERAGES
6. NO DRUGS
7. NO WEAPONS
8. NO OPEN FLAMES
9. NO CIGARETTES
10. NO CIGARETTE LIGHTERS
11. NO CIGARETTE ASH
12. NO CIGARETTE FILTERS
13. NO CIGARETTE TIPS
14. NO CIGARETTE BUTTS
15. NO CIGARETTE STUBS
16. NO CIGARETTE ENDS
17. NO CIGARETTE REMAINS
18. NO CIGARETTE DEBRIS
19. NO CIGARETTE LITTER
20. NO CIGARETTE TRASH
21. NO CIGARETTE WASTE
22. NO CIGARETTE RESIDUE
23. NO CIGARETTE OIL
24. NO CIGARETTE GREASE
25. NO CIGARETTE STAIN
26. NO CIGARETTE MARK
27. NO CIGARETTE SMELL
28. NO CIGARETTE TASTE
29. NO CIGARETTE TOUCH
30. NO CIGARETTE CONTACT
31. NO CIGARETTE EXPOSURE
32. NO CIGARETTE INHALATION
33. NO CIGARETTE INGESTION
34. NO CIGARETTE ABSORPTION
35. NO CIGARETTE PERMEATION
36. NO CIGARETTE DIFFUSION
37. NO CIGARETTE OSMOSIS
38. NO CIGARETTE FILTRATION
39. NO CIGARETTE SEPARATION
40. NO CIGARETTE MIXTURE
41. NO CIGARETTE SOLUTION
42. NO CIGARETTE SUSPENSION
43. NO CIGARETTE EMULSION
44. NO CIGARETTE COLLOID
45. NO CIGARETTE SOL
46. NO CIGARETTE GEL
47. NO CIGARETTE PASTE
48. NO CIGARETTE PASTE
49. NO CIGARETTE PASTE
50. NO CIGARETTE PASTE

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

City, Millville Public Library, Holly City Family Success Center, Clay College, Levoy Theater, RRCA, Faith-Based Organizations

FUNDING SOURCES

NRTC, WFRF, PNC Arts Alive

★ 1.2 HOST A SERIES OF POP-UP PROGRAMS THROUGHOUT THE NEIGHBORHOOD

The Playstreets program demonstrates that programming that seeks to connect with neighborhood residents can often be successful by being accessible - in other words, bringing programs directly into the neighborhood. This not only makes events easy to get to, but is an effective form of marketing by making it easy for residents to stumble upon events in their community. Given that community development partners have remarked that it's been difficult to engage neighborhood residents in the past, this is an important step that can be executed quickly to gain momentum and expand the circle of people and families involved.

Programming activities could include community concerts, movie nights, puppet shows, pet shows, arts & crafts activities, bike rodeos, ice cream socials, kids activities, and much more. In some cases, lightweight design elements, such as seating, shade, and plantings may be added to support different types of programs. Branding the series of programs under a single name, such as the variety of different community programs supported under the Connect the Lots program (<http://www.ctlcamden.com/>) in Camden could help spread the word and “market” programming events to neighbors.



From left to right: Outdoor Concert, Ice Cream Social, Puppet Show, Outdoor Games, Petting Zoo
Source) Ice Cream Social: theshoppersweekly.com, Puppet Show: Commonwealth Terrace Cooperative, Petting Zoo: Whispering Pines Mobile Zoo

★ 1.3 HOST A FREE COMMUNITY DINNER UNDER THE STARS

Results from the 2018 Success Measures Survey indicated that only 38% of residents participated in an organized community social event, and that less than half (41%) rated the friendliness of neighbors as “good” or “very good”. Additionally, throughout the interview process, we heard from non-profit partners who work in the neighborhood that they have had limited success in engaging residents for programs or events.

Regular participation in community events is an effective method for building towards increased civic engagement among residents. As an early step, the plan recommends hosting a free community dinner at an outdoor site in the neighborhood, borrowing from strategies that have worked well in other communities. An outdoor lawn in the community, such as the lawn at First Presbyterian Church could be a potential site for hosting this

event. Hosting an evening community dinner is often a good first step to bringing people together around a common interest - a good meal and fun activities for adults and kids.

Good precedents include [The Harvest Dinner Party](https://bit.ly/2T31Dwf) at Camden Night Gardens by Cooper’s Ferry Partnership (<https://bit.ly/2T31Dwf>) and [Philly Stake](https://bit.ly/2Fj4T1R) by artist Theresa Rose (<https://bit.ly/2Fj4T1R>). In both examples, community members were invited to participate in a part of the process, a step which was key to making the dinner a collaborative effort that residents were proud to share with friends. In the Camden example, community members collaborated with a local artist to create the largest tablecloth in America, while in the Philly Stake example (an annual event), a series of small community project proposals are presented to diners, who then have the opportunity to vote for the project they would most like to see funded.



The Harvest Dinner Party at Camden Night Gardens
Source) Cooper’s Ferry Partnership, Camden, NJ



Philly Stake at Bartram’s Gardens, Philadelphia, PA
Source) theresarose.org

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

Millville Public Library,
RRCA,
Holly City Family
Success Center,
Faith-Based
Organizations

FUNDING SOURCES

NRTC,
WFRF,
First Presbyterian
Church Neighborhood
Outreach Grant

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

City, Millville Public Library, Holly City Family Center, Holly City Family Success Center, Clay College, Levoy Theater, RRCA, Faith-Based Organizations

FUNDING SOURCES

NRTC, WFRF, Local and Regional Foundations

1.4 CREATE A COMPREHENSIVE RECREATION PROGRAM

Access to a variety of engaging recreational activities has been identified through the public outreach process and previous plans as a key step in improving the lives and development of neighborhood youth. Currently, a variety of partners and facilities exist in the Center City neighborhood, such as the City's Recreation Department and the Holly City Family Center, among others. There is no current collaboration and funding mechanism, however, to support a program that leverages the

strengths of existing providers and facilities to ensure access to these resources for low-income neighborhood youth. This strategy would also build on the work of past and related efforts, such as the Community Center Without Walls which also sought to develop a coordinated program of recreation activities, and past successes such as the City's past summer intern program that brought intern-led programming directly to neighborhood youth.



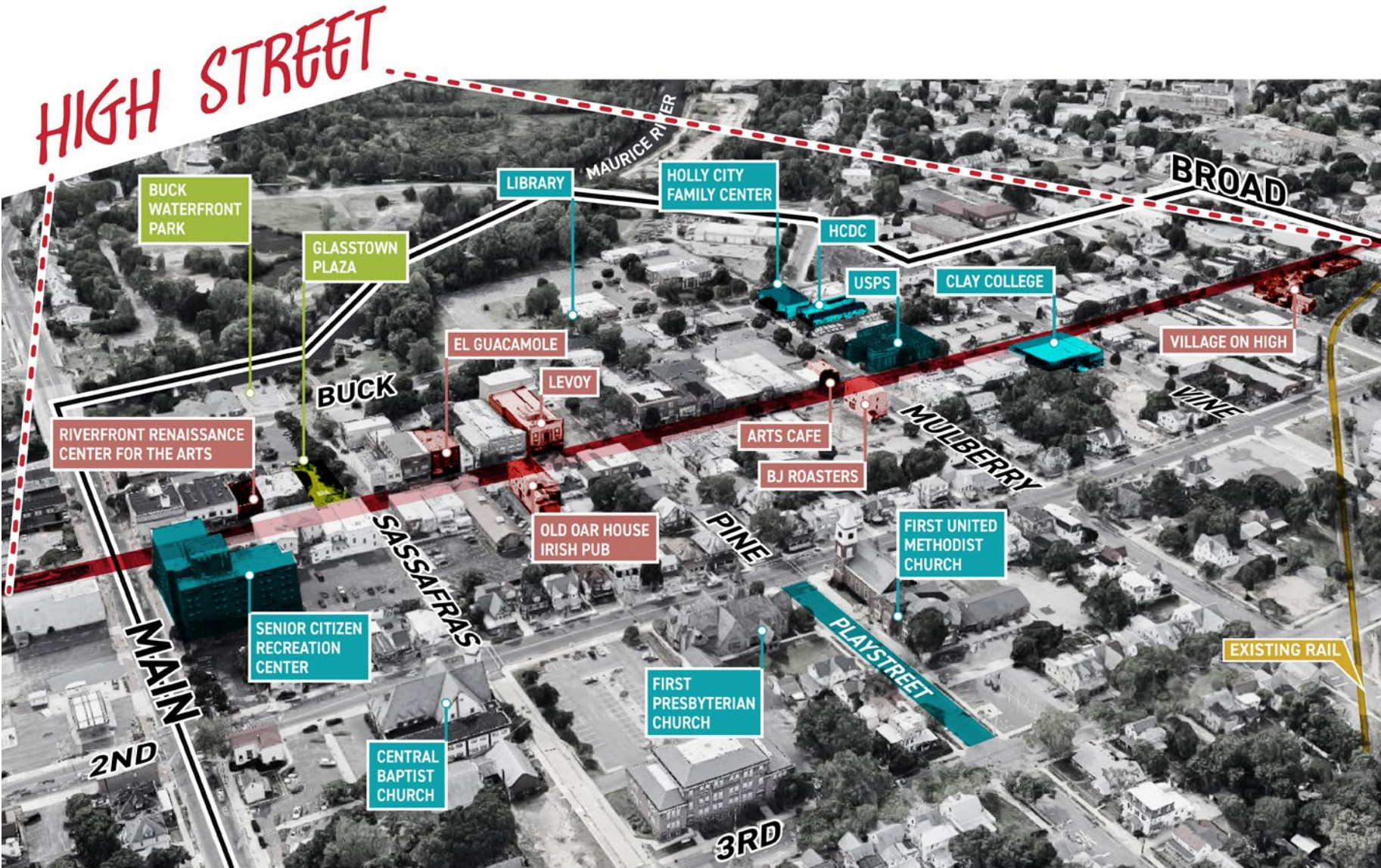
"WE CAN COMBAT THE DRUG PROBLEM BY HELPING STUDENTS HAVE ALTERNATIVES - GIVE THEM ACTIVITIES THAT ARE PHYSICAL BUT ALSO EMOTIONAL OR FUN."

-Interview Participant



Examples of activities that could be included in a Community Center Without Walls program
Source) Neighborhood Bike Works from Philadelphia, PA, Pottery Class from Anhinga Clay Studios in Miami, FL.

Figure 3. Center City Assets



A rich network of assets that could collaborate to support a Community Center Without Walls already exist in the neighborhood.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

City,
Holly City Family
Center,
Holly City Family
Success Center,
Inspira,
Local Farms

FUNDING SOURCES

Robert Wood Johnson
Foundation, Inspira

1.5 GET FIT AND HEALTHY BY HAVING FUN

Working out doesn't have to be a chore when there are fun ways to stay healthy with friends and family in your community. Increasingly, cities are pairing health initiatives with fun, free, accessible activities to help people stay fit, eat better, and access health resources. For example, **free group exercise classes** are emerging as a popular tool for improving health outcomes and increasing residents connection to public spaces. For example, the Philly Powered program (<http://phillypowered.org/>) partners with a wide array of providers to bring a range of diverse active recreation opportunities - everything from biking to bowling and beyond - to city residents. Another example, We Walk PHL (<https://myphillypark.org/what-we-do/programs/we-walk-phl/>), organizes free resident-led walking groups in parks nearby parks. The Maurice River Waterfront is adjacent to the neighborhood and offers a unique urban oasis with established walking trails along the water. This strategy can be tied in to work already supported by HCDC's grant from the Robert Wood Johnson Foundation to address improving neighborhood health and wellness.

Partnerships with local hospitals can also be an effective way of improving a community's health outcomes. A partnership with Inspira Health in Vineland could help bring preventative medicine, health screenings, and healthy food to residents. Another idea could be introducing a partnership with area doctors modeled on Walk with a Doc (<https://walkwithadoc.org>) which brings patients and providers together for a walk in the park as a way of helping patients access health information and learning about the impact of simple lifestyle changes to their health.

Given the rich network of local farms in the area, a **neighborhood farmer's market** could be a natural fit for a partnership between the community, local farms, and medical providers. For example, the Virtua Mobile Farmers Market in Camden, NJ (<https://www.virtua.org/about/mobile-farmers-market>) brings fresh produce into communities in Burlington and Camden counties four days a week, offering significantly reduced prices and accepts SNAP benefits to ensure fresh food is accessible and affordable to low-income communities.

Upcoming Fitness Events

T'ai Chi For FREE
Mar 14 @ 2437 S Broad St

AquaZumba
Mar 14 @ 5901 W Columbia Ave

Fine Fettle Fridays
Mar 15 @ 2499 N 50th St

See all events →



Philly Powered promotes free, fun activities for residents of all backgrounds
Source) phillypowered.org

1.6 HOST A MONTHLY “PIE CRAWL” ON HIGH STREET

“Crawls” that encourage patrons to visit new businesses can be an effective method of marketing and promoting all the local shops that a commercial corridor has to offer. In the Tacony neighborhood of Philadelphia, for example, the [Hoagie Trail](https://bit.ly/2Hg9QMg) (https://bit.ly/2Hg9QMg) was created as a promotional initiative by the Tacony Community Development Corporation with a goal of promoting local sandwich shops in the neighborhood by encouraging patrons to visit each participating establishment.

A similar idea in spirit, a “Pie Crawl” held in conjunction with Third Friday (typically one of the busiest nights in High Street each month) could pair locally baked pies with different shops or neighborhood destinations to visit, ranging from local shops, to galleries, to civic destinations such as Clay College and the Library. As a monthly event, the flavor of pie served could change each month. This idea could also be used as a way of marketing the Neighborhood Plan by having plan info, neighborhood art, or neighborhood partners serving the pie to talk to people about the plan. If successful, this idea could eventually evolve into a dessert crawl through the neighborhood with each block entering their favorite desserts.



A monthly pie crawl could be a low-cost, creative way to get people to explore local businesses
Source) libbiesummers.com

MAKING IT HAPPEN!

TIMEFRAME
1-5 Years

LEAD
HCDC

PARTNERS
City,
MDC,
RRCA,
Local Farms

FUNDING SOURCES
WFRF,
MDC,
Ocean First
Foundation





2

LEVERAGING ARTS & ECONOMIC DEVELOPMENT

WHY THIS IS IMPORTANT

Founded in 2001, the Glasstown Arts District is a vital component of Millville's local economy, with significant arts assets including the Riverfront Renaissance Center for the Arts (RRCA), Clay College, and the Levoy Theater. The RRCA is a hub for community talent, supporting a network of over 80 professional and emerging artists and hosting third Fridays every month. **The Levoy Theater fills 30,000 to 35,000 seats annually**, supporting local restaurants and businesses nearby. Despite these strengths, however, activity in the District has declined since the Great Recession, and arts organizations have lamented that despite their interest, they have had little success in connecting with the Center City community.

To help residents utilize the arts to bring the community together and reinvigorate the local economy, the plan recommends the following strategies:

- **Make the most of the Riverfront as a platform for events** to bring people together, increase economic activity on High Street, and decrease crime.
- **Create avenues to bring together the arts and the neighborhood**, such as outdoor performances and block parties, to increase awareness of arts offerings in the area.
- **Beautify the triangle and bus stop at 2nd and Vine** by collaborating with artists to improve crosswalks and the bus stop, and create a gateway to the neighborhood.
- **Create opportunities for creative streetscape interventions** to increase economic development and signal that the neighborhood's arts district is active.
- **Use art to stabilize and beautify vacant properties** with actions such as working with a local artist to create artistic boards for windows to show that the neighborhood cares and help decrease illicit activities.
- **Build Little Free Libraries throughout the neighborhood** to create an additional gathering spot for community members and provide easy access to books for kids and families.
- **Create opportunities for local entrepreneurs to "pop up" on High Street** by activating vacant storefronts with temporary retail offerings and events.
- **Highlight neighborhood faces, stories, and talents in the Arts District** with activities such as a storytelling dinner or listening booth.
- **Integrate Cumberland County College's Arts and Innovation Center into arts-based revitalization activities and programming.**

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

City, MDC

PARTNERS

RRCA,
HCDC,
Millville Public Library,
Levoy Theater,
Clay College,
Local Businesses

FUNDING SOURCES

NRTC, WFRF,
Local and Regional
Foundations, NEA,
Kresge Foundation,
ArtPlace, Cumberland
County Cultural and
Heritage Commission

★ 2.1 MAKE THE MOST OF THE RIVERFRONT & HIGH STREET AS A PLATFORM FOR EVENTS

The Maurice Riverfront and High Street are two unique infrastructural amenities that, because of investments made over the last several decades, provide an ideal platform for hosting programs and events that draw visitors downtown. However, the loss of funding for programming and events following a change in Urban Enterprise Zone funding in 2010, compounded by a weakening local market starting after the Great Recession, have resulted in increased vacancy rates downtown and a decline in visitors. A lack of pedestrian activity also contributes to negative perceptions of safety on High Street and in underutilized sections of the park, confirmed by the findings of the 2018 Success Measures Survey which showed that nearly 3/4 of respondents said they felt unsafe at night. Despite this, there are many ways that the city can leverage the unique amenities of the Riverfront and High Street to support programming and events that draw locals and visitors downtown, and that help develop a new, more diverse audience on a lean budget.

Ideas include:

- Ask neighborhood residents directly to see what they would like to do downtown.
- Partner with trusted neighborhood entities that residents are already familiar with, such as the Holly City Family Success Center to host programs downtown.
- Create an open call for people or organizations who want to host programs or events downtown. Local businesses, non-profits, or other groups planning an event are all potential collaborators.
- Consider bringing existing programs outside. Could the Levoy Theater host a summer series of site-specific performances at the riverfront?
- Consider events and programs that would draw new, diverse audiences, including ethnic festivals or programs geared towards the interest of younger residents in the region.
- Use social media, and the social media audiences of program partners, as a means of inexpensive yet effective marketing.
- Activate spaces in every season - consider not only how to activate sites in the summer, fall, and spring, but also in winter.
- Be knowledgeable about the resources partners can bring to the table. Whether it's use of their photocopier to make flyers, or if a partner is eligible for grants or funding that the MDC or City can't get themselves, partners can help fill in the gaps.



Source) (From left to right) Odunde Festival from Visit Philadelphia, Georgetown Waterfront Park in Washington DC, Fireworks from Delaware River Waterfront Corporation



2.2

CREATE AVENUES TO BRING THE ARTS TO THE NEIGHBORHOOD (AND VICE VERSA)

While there are a number of active arts and culture organizations and artists in Millville, interviewees repeatedly expressed that connections between the arts and the adjacent Center City neighborhood are lacking - resulting in low attendance at programs and events by residents, ineffective outreach by organizations in the neighborhood, and difficulties in simply letting people know what's available and how to access it. Building on the success of the Playstreets model, which brings activity directly to the neighborhood, programs that bring the arts directly to neighborhood residents, preferably outdoors and in plain site, could help build stronger connections between the Center City community and the Glasstown Arts District. Additionally, the Millville Development Corporation, for nearly 20 years, has held a summer Arts Creates Excellence (ACE) program for youth. This program includes numerous scholarships for neighborhood youth and partners with the RRCA and Clay College to provide a diverse range of artistic experiences.

Ideas could include:

- Holding a family-friendly, free block party in the neighborhood to introduce the offerings of different organizations to neighborhood residents. Another option proposed during the outreach process was to host an outdoor event in the Arts and Innovation Center's parking lot, which is oriented towards the neighborhood.
- Creating a "vehicle" for bringing art programs into the community, such as the [ColorWheels](https://bit.ly/2Uz31lq) initiative in South Philadelphia (<https://bit.ly/2Uz31lq>)
- Bringing Levoy Theater Performances into public spaces or streets in the neighborhood or at Buck Street Park. Precedents include [Shakespeare in Clark Park](https://bit.ly/2u7SNDp) (<https://bit.ly/2u7SNDp>) in West Philadelphia and the [River Clyde Pageant](http://www.riverclydepageant.com/) (<http://www.riverclydepageant.com/>) in Prince Edward Island, Canada.
- Hold a networking event for artists and community members to gauge interest and begin talking about neighborhood issues and possible artistic interventions.

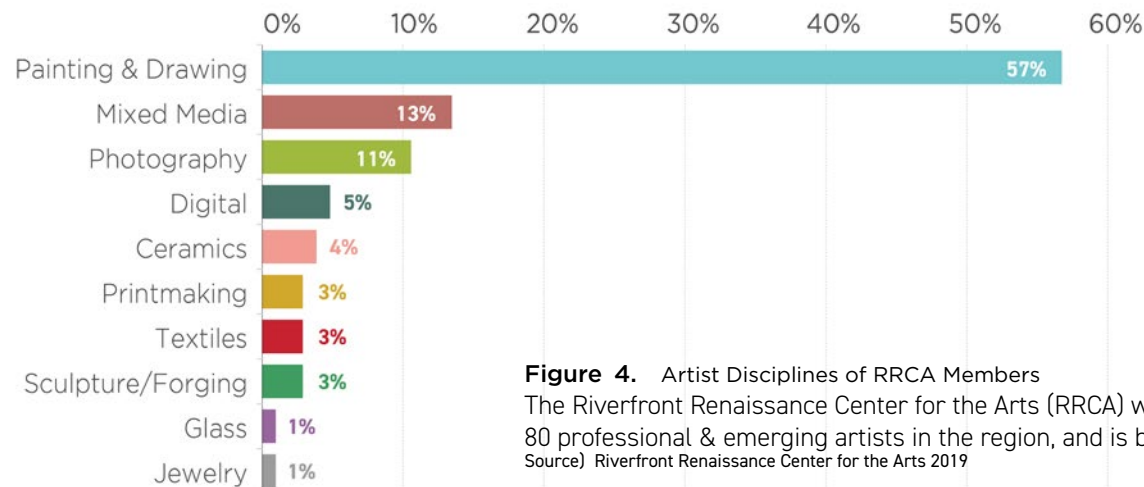


Figure 4. Artist Disciplines of RRCA Members

The Riverfront Renaissance Center for the Arts (RRCA) works with a network of over 80 professional & emerging artists in the region, and is based right here in Millville. Source) Riverfront Renaissance Center for the Arts 2019

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

RRCA,
Clay College,
Levoy Theater,
SHINE Program,
HCDC,
Holly City Family
Success Center

FUNDING SOURCES

NRTC,
WFRR,
PNC Arts Alive,
Ocean First
Foundation, NEA,
Kresge Foundation,
ArtPlace, NJ State
Council on the Arts

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

RRCA,
Clay College,
HCDC,
Holly City Family
Success Center

FUNDING SOURCES

NRTC,
WFRF,
CDBG,
NJ DOT Local Aid for
Centers



2.3

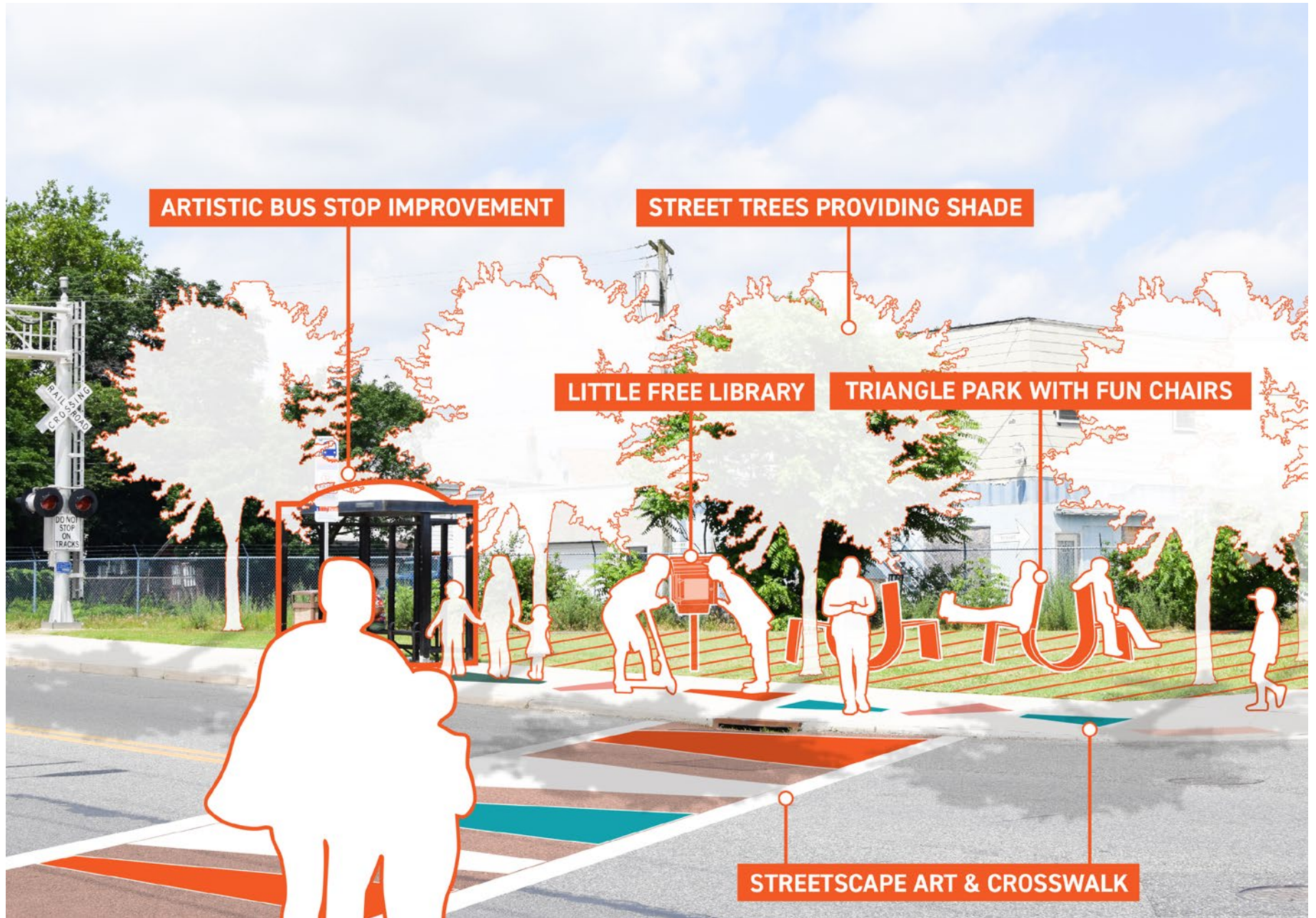
BEAUTIFY THE TRIANGLE AND BUS STOP AT 2ND AND VINE

The intersection of 2nd and Vine marks a key transition point between the mixed-use area of High Street into the residential neighborhood. This site includes a bus stop serving NJ Transit and a city-owned triangular parcel of land that would be an excellent opportunity to collaborate with artists, the community, and the City on a beautification project with highly visible benefits and that would improve the experience of taking the bus for commuters.

Additionally, this project could be an important first step in starting a conversation around the redevelopment of the old bakery site and the potential of building a rail trail along the Winchester and Western Railroad line, as this intersection would mark the northern end of the trailhead and demonstrate the potential of converting irregularly shaped lots into pocket parks.



Existing Intersection of 2nd & Vine



Proposed improvements at 2nd & Vine

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

RRCA,
Clay College,
HCDC,
Holly City Family
Success Center

FUNDING SOURCES

CDBG,
NPP,
NRTC,
WFRF,
City

★ 2.4 CREATE OPPORTUNITIES FOR CREATIVE STREETSCAPE INTERVENTIONS

Public art is increasingly used as a tool for improving the safety and comfort of neighborhood streets, intersections, and alleyways - encouraging residents and visitors to explore their neighborhood and increasing commerce at local businesses. Inventive ideas discussed during the public outreach process include building parklets to add attractive spaces for outdoor seating to High Street, creating

a “yellow brick road” connecting important destinations and assets in the neighborhood, and using playful installations and paint to create opportunities for seating, relaxation, and play. A benefit of this strategy is that these visible projects can also help reinforce the image of the community as an active arts district.



Street Lagoon in Philadelphia, PA
Source) Mural Arts Philadelphia



40th Street parklets in Philadelphia, PA
Source) Source Here



2.5 USE ART TO STABILIZE & BEAUTIFY VACANT PROPERTIES

Public art can be used as a short-term solution to beautify and stabilize vacant structures. These relatively inexpensive interventions can help reduce the stigma and negative perceptions of vacant properties, and create conditions that are less likely to attract illicit activity if well-executed and maintained. The theory behind the benefits of these artistic interventions is similar to the theory behind cleaning and greening vacant lots - that visible signs of care and community involvement can create spaces that are respected and cared for by the community and that discourage illicit activity.

For example, [artistic board-ups](https://bit.ly/2JhNRX2) (https://bit.ly/2JhNRX2) an alternative to the plywood boards often seen in the windows and doorways of abandoned buildings, involves working with an artist and community members to paint the plywood boards on vacant buildings in order to improve the structures' appearance, engage community members in the process, and send a visible signal that while the property may be vacant, there are people who care for it.



Residential Vacant Board-Up in Minneapolis
Source) Cleveland Plain Dealer



Storefront Vacant Board-Up in Chicago
Source) chicagoreader.com

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

SHINE Program,
City of Millville Clean
Communities Program

FUNDING SOURCES

NPP,
NRTC,
City of Millville,
CDBG, NJ State
Council on the Arts

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

Millville Public Library

PARTNERS

SHINE Program,
Community Volunteers,
RRCA

FUNDING SOURCES

NRTC,
WFRF,
Little Free Library
Impact Fund,
Business and Nonprofit
Sponsors

2.6 BUILD LITTLE FREE LIBRARIES THROUGHOUT THE NEIGHBORHOOD

Little Free Libraries are small, free-standing book exchanges that can be placed in nearly any publicly accessible location throughout a community. The most common version consists of a decorated small wooden box filled with a collection of books that anyone is welcome to take, return, or contribute. In doing so, Little Free Libraries create mini-gathering points in the community, and can provide children and families with an easy way to access age-appropriate books right in their neighborhood. Given the relative simplicity of construction, low cost, and potential for artistic collaboration, a Little Free Library could make an excellent early and visible project to launch in the neighborhood.

Little Free Libraries have also been reported to have tangible social impacts. In a 2017 survey conducted by staff at the Little Free Library non-profit of over 3,000 stewards in their network, they found that:

- 3 out of 4 people report they've read a book they normally would not have read because of a Little Free Library.
- 73% of people say they've met more neighbors because of a Little Free Library.
- 92% of people say their neighborhood feels like a friendlier place because of a Little Free Library¹



Little Free Library in Minnesota
Source) New York Times



RU+ME, Little Free Library in Buffalo, NY

1 Retrieved from: <https://littlefreelibrary.org/about/>



2.7

CREATE OPPORTUNITIES FOR LOCAL ENTREPRENEURS TO “POP-UP” ON HIGH STREET

Pop-up stores are stores that operate with short-term, temporary leases in vacant storefronts. Filling vacant, ready to occupy storefront locations with pop-up shops is becoming an increasingly popular tactic for landlords in markets with high vacancy rates, and for small business owners or craftspeople that wish to test the viability of their concept in the marketplace. For cities and downtowns, pop-up stores also offer a quick and low-cost solution to activate vacant storefronts and attract customers to business districts. Pop-ups additionally find good synergy when they pair a temporary retail location with a digital presence focused on social media. To put this strategy into action, the plan recommends:

- Working with local property owners to identify potential spaces and gauge interest. Similarly, city or institutionally owned properties could take the first step of hosting pop-up tenants to

test the viability of this strategy and serve as a proof-of-concept.

- Developing a set of guidelines and FAQ to help potential pop-up retailers and business owners understand what a pop-up shop would entail, and what would be allowable and not permitted by the municipality. Santa Barbara, CA has developed a set of [guidelines and information](https://bit.ly/2P4738U) (https://bit.ly/2P4738U) that could serve as a template.
- Creating an application process for prospective retailers. To be successful, pop-up shops should offer a unique item not available at any generic big box store. An application process would help the City connect with pop-up retailers who are primed for success.



Downtown Akron Partnership's 'pop-up' program helps small businesses like the Akron Honey Company and Do Good Yoga find short-term leases on the first floors of downtown Akron buildings.
Source) Crain's Cleveland Business

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

MURC,
CCIA (Improvement Authority)

FUNDING SOURCES

NRTC,
WFRF,
NJ Community Capital (NJCC)
THRIVE Program,
NJEDA

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

SNJ Today,
Cumberland
County College
Communications Dept.

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations,
Local banks,
City,
CEZC,
NJCC

2.8 HIGHLIGHT NEIGHBORHOOD FACES, STORIES, & TALENTS IN THE ARTS DISTRICT

During the 2018 Success Measures Survey process of going door-to-door to speak directly to residents, resident surveyors noted that many community members had meaningful ideas and stories to share that couldn't be captured in the survey format. This insight led HCDC to think about more ways that they could make it easy for residents to share their stories and ideas outside the context of community meeting. These stories and ideas could also serve as a way to collect and showcase the cultural life of center city residents.

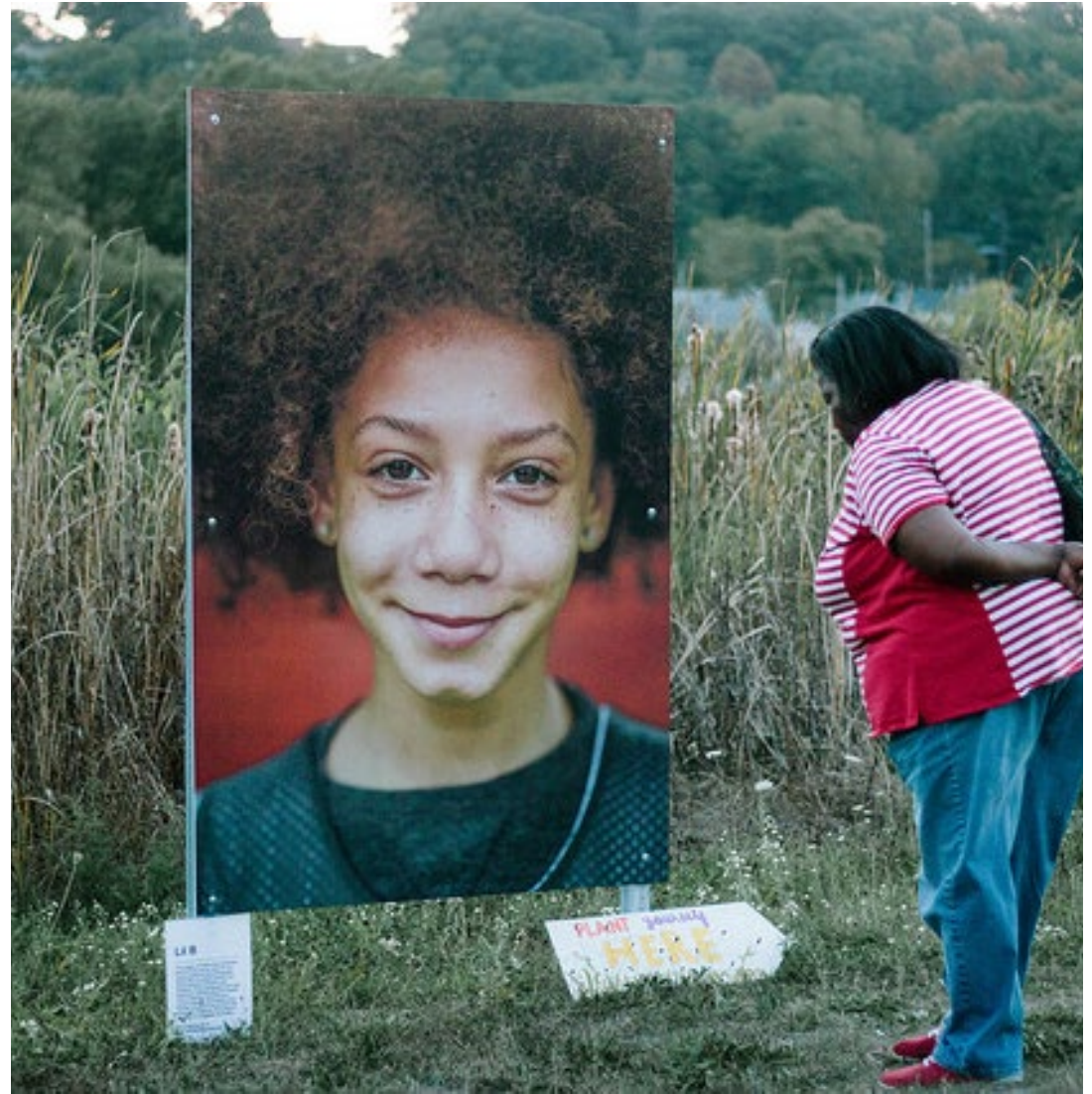
Two possible means for giving residents an opportunity to let their voices be heard include:

- Create a neighborhood stories project. Sharing and honoring a community's stories can be a powerful method for elevating places and people who are often overlooked, but whose lives and experiences contribute to the rich local culture of the community. The Plan recommends creating a neighborhood stories series that records and shares stories from neighborhood residents. To better connect this cultural activity with the arts community, the plan recommends exploring options to house a temporary recording booth and listening lab at the Riverfront Renaissance Center for the Arts or by creating a temporary pop-up in a vacant and visible storefront on Main Street. To facilitate this work, the City could partner with the national non-profit [StoryCorps](https://storycorps.org/) (<https://storycorps.org/>) or another local partner with experience in facilitating interviews, recording high-quality audio, and mixing/editing.



The Leaven Lenses Project in Akron, OH educates students on how to use digital photography for storytelling. Source) Students With A Goal (SWAG)

- Host an annual On The Table event to source ideas directly from the community. Started in Chicago in 2014, On The Table is an event that brings citizens together to talk with each other about proposed fixes to community problems over a meal. Cities with On The Table events are now exploring ways to move ideas generated during these discussions to action. For example, Philadelphia's 2018 On The Table series was supported by [\\$50,000 worth of micro-grants](https://bit.ly/2Mi4m3s), (https://bit.ly/2Mi4m3s) where registered participants could apply for up to \$1,000 each to implement ideas that emerged from their discussions.



Summit Lake Community Portrait Project by League of Creative Interventionists in Akron, OH. The portraits of the neighborhood residents were displayed along a trail and also compiled into a book.

Source) League of Creative Interventionists

I Give My
**HELPING
HAND**
To Better, Millville!



3

CREATING A MARKET FOR HOMEOWNERSHIP AND INVESTMENT

WHY THIS IS IMPORTANT

Throughout the outreach process, we consistently heard the need to address the glut of poorly maintained properties, vacant lots, declining homeownership rates, and real and perceived issues with crime. The Success Measure Survey shows that almost 75% of people felt unsafe walking in their neighborhood at night, and **nearly 40% rated the cleanliness of their community as “poor” or “very poor”**, Of all structures in the neighborhood, **77% of building exteriors were in fair or poor condition**, and between 2014 and 2017 **the homeownership rate fell from 50% to 39%**.

These issues combined, each a serious concern on their own, result in a cycle of disinvestment and lack of confidence in the neighborhood’s future, illustrated by the fact, that if given the choice and the means, nearly three quarters of residents said they would not buy a home in the neighborhood.

To help revitalize the neighborhood and install confidence in the future of the community, the plan recommends the following strategies:

- **Create a pipeline of properties ready for resident homeownership** by supporting and expanding housing rehabilitation efforts.
- **Clean and green vacant lots** to increase residents’ quality of life and neighborhood property values.
- **Host a fall and spring neighborhood clean up with an after party** to strengthen social fabric and improve streetscape conditions.
- **Involve police in neighborhood events and programs** to serve as informal mentors for area youth.
- **Work with the city to improve code enforcement** to hold landlords accountable, decrease illicit activity in vacant homes, and improve housing conditions.
- **Improve the safety, comfort, and function of neighborhood streets** by improving lighting, sidewalks, and crosswalks, and adding security cameras.
- **Create a homebuyer’s education and counseling program** to prepare interested residents for stable, affordable homeownership.

MAKING IT HAPPEN!

TIMEFRAME
1-5 Years

LEAD
City

PARTNERS
HCDC,
Holly City Family
Success Center,
Local Banking
Institutions,
Faith-Based
Organizations

FUNDING SOURCES
NRTC,
CDBG,
NPP,
NJHMFA

★ 3.1 CREATE A PIPELINE OF PROPERTIES READY FOR RESIDENT HOMEOWNERSHIP

Between 2014 and 2017, the homeownership rate in the neighborhood has decreased from 50% to 39%. A recent property survey conducted by HCDC found that only 26 homes in the neighborhood had been sold in the past 5 years, only 3 of which were for homeownership¹. Additionally, the Property Survey Report of 2018 found 93 vacant residential structures in the neighborhood, 9 of which are in good condition, 52 in fair condition, and 32 in poor condition.

Homeownership can be an effective means of building household wealth, stability, and can strengthen connections to one's community and, in the case of Center City Millville, be more affordable than renting. Yet with an older housing stock, and given the cost of many preventative, routine, and emergency repairs, existing low-income homeowners may not be able to keep up with needed repairs. This could lead to a continued decline in homeownership rates and further deterioration of the neighborhood's physical conditions. The plan recommends creating a pipeline of renovated, homeownership-ready homes by supporting the acquisition and rehabilitation of existing vacant and/or publicly held homes in the neighborhood. Part of this strategy can involve continuing to support and expand the City's existing housing rehabilitation program, as well as supporting additional rehabilitation efforts. The Plan additionally recommends hiring a program coordinator with experience in construction, housing rehab, marketing and inspections, and working with a pool of appropriately experienced and licensed local contractors, with a goal of completing 15 owner-occupied rehabs per year.



Figure 5. Resident opinions on homeownership
Source) 2018 Success Measures Survey

¹ https://www.nj.gov/dca/divisions/dhcr/offices/docs/nrtc/projects_descriptions_for_qpp_2018-2019_final.pdf



"I WOULD SPEND THE LOTTERY MONEY TO MAKE NEW BUILDINGS AND HOUSES FOR PEOPLE WHO DON'T HAVE HOME"

-Public Outreach Participant

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

Adopt-a-Block, Non-Profits, City, NPP, Citizens United to Protect the Maurice River

FUNDING SOURCES

Citizens United to Protect the Maurice River, City of Millville Clean Communities Program, Parks and Recreation Department, Code enforcement Office, NJ Tree Foundation

★ 3.2 CLEAN & GREEN VACANT LOTS

Approximately 79, or 11% of all properties in the Center City neighborhood are vacant lots, of which 38% are poorly maintained and potentially contributing to the weak housing market, according to the 2018 Property Survey Report. Some successful examples of vacant land reclamation projects have already occurred in the neighborhood. For example, this past year, a partnership with Citizens United to Protect the Maurice River resulted in the creation of a native species garden on Third Street in the heart of the neighborhood. The City helped acquire and remove stumps and debris from the property, and Citizens United worked with their volunteers, neighborhood residents, and Lakeside school students to build the garden.

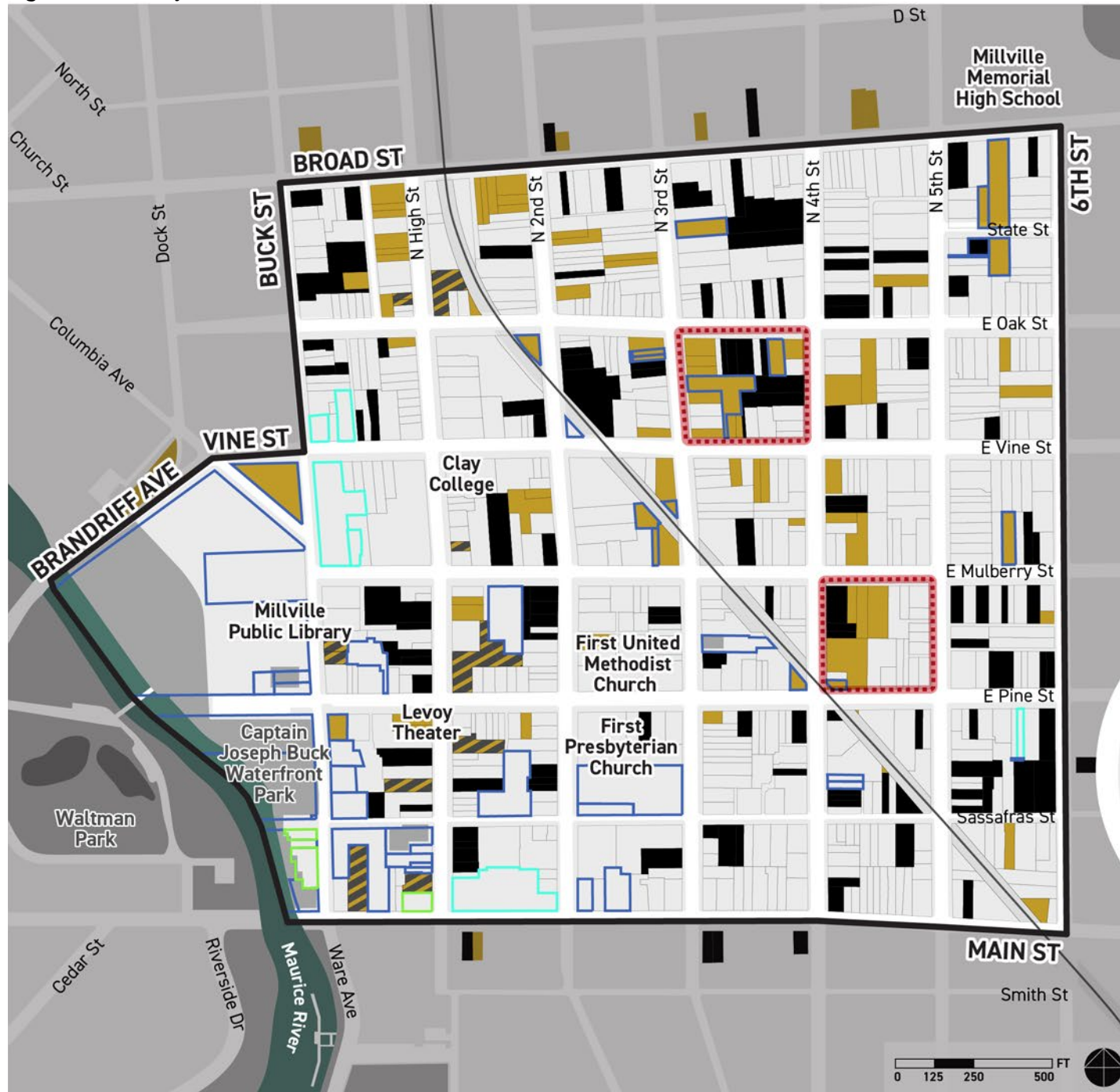
The presence of unmaintained vacant land has been shown to have a deleterious impact on the neighborhood, [contributing to illegal dumping, crime, falling property values](https://bit.ly/2SUNP8r) (https://bit.ly/2SUNP8r), and has even been shown to lead to an [increase in feelings of depression](https://bit.ly/2RvOHFd) (https://bit.ly/2RvOHFd). More than a decade of work in Philadelphia has shown, however, that simple treatments such as removing debris, planting new grass and trees, and adding wooden post-and-rail fencing, coupled with a post-clean-up maintenance agreement, can deliver extraordinary results. Equally compelling is the low-cost of implementing these interventions, with a typical lot clean-up costing roughly \$1,500, followed by maintenance expenses of \$150-\$300 annually. Recent [studies](https://bit.ly/2D8zr6s) (https://bit.ly/2D8zr6s) by researchers at the University of Pennsylvania, examining the impact of the Pennsylvania Horticultural Society's (PHS) LandCare program (<https://bit.ly/2TLI39U>), have shown significant reductions in violent crime and improved perceptions of neighborhood safety.

The Plan recommends starting a program to clean & green vacant lots, working with neighborhood residents, the police department, and city officials to prioritize lots where clean-ups would have the largest impact on reducing crime and illicit use, improving quality-of-life, and improving property values. The plan recommends establishing and employment model for hiring locally for cleaning and greening services, where residents perform initial clean-ups and handle regular maintenance. An employment program should focus on providing opportunities for neighborhood residents facing barriers to entering the labor force, such as ex-offenders or disadvantaged young adults. Precedent examples include [PHS's Roots to Re-entry](https://bit.ly/2VXBhyL) (https://bit.ly/2VXBhyL) and the [PowerCorps program](https://bit.ly/2mPXjDf) (https://bit.ly/2mPXjDf).



Example of a cleaned & greened vacant lot
Source) Pennsylvania Horticultural Society

Figure 6. Vacancy



VACANCY

Source: New Jersey Community Capital field survey 2017, Interface Studio field survey 2018

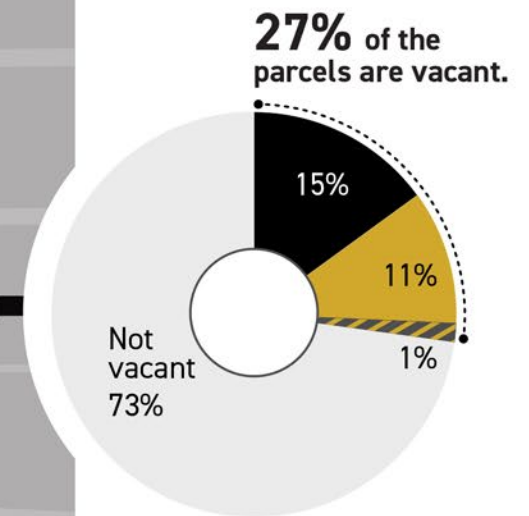
— Study Area

VACANCY

- Vacant Land
- Vacant Building
- Partially Vacant Building
- Cluster of Vacant Land

PUBLICLY-OWNED

- City
- County
- Housing Authority



90% of vacant parcels are privately-owned.

(by parcel count)

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

City of Millville,
Recreation
Department,
Neighbors

FUNDING SOURCES

City of Millville Clean
Communities Program,
Code Enforcement,
NPP

★ 3.3 HOST A FALL & SPRING NEIGHBORHOOD CLEAN-UP WITH AN AFTER-PARTY

Existing programs like Adopt-A-Block, which organize groups of volunteers to clean up trash and litter on Center City Streets, have shown initial success in engaging the wider community in clean-up efforts in the neighborhood. However, engaging neighborhood residents directly in this effort has proven to be a challenge. As stated by Pastor Nees in a 2013 article in the [South Jersey Times](https://bit.ly/2TQ4TzT), “Trash is secondary. Meeting people is the priority” (<https://bit.ly/2TQ4TzT>). Put another way, when performing a neighborhood clean-up, the actual litter removal is helpful, but the real value comes from the process

- getting people of different backgrounds together to accomplish a task and build social connections that can strengthen the ability of neighbors to come together and have an impact on their community.

The Plan recommends supporting neighborhood clean-ups such as Adopt-A-Block, and further recommends expanding these efforts by adding a biannual clean-up day that includes a celebration at the end, such as a neighborhood barbeque, to encourage residents to join the process and socialize.



A neighborhood clean-up followed by an after-party and cook-out could be a great way to engage new residents

Source) Keep DeKalb Beautiful community clean-up in DeKalb County, GA

"I WOULD MAKE A DAY WHERE EVERYBODY COMES OUT AND CLEANS UP THE TRASH IN THE STREET."
-Public Outreach Participant



MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

City

PARTNERS

Millville Police Department,
Cumberland County Prosecutor's Office

FUNDING SOURCES

PAL,
Millville Police Dept.,
Cumberland County THRIVE grant



3.4

INVOLVE POLICE OFFICERS IN NEIGHBORHOOD EVENTS & PROGRAMS

Recognizing the value of building positive relationships with kids in the neighborhood at a young age, Millville police officers have worked to grow opportunities to build trust with neighborhood youth and to serve as informal mentors as they grow up. Officers involved in this work reported that in many cases children don't have a mentor at home who they can go to for support or look up to, so relationship building fills an important void for kids living in households without positive role models at home.

In practice, this strategy operates similarly to Millville Police Athletic League (PAL), a juvenile

crime prevention program that provides educational and athletic activities for children, and could be operated as an extension of that program. Ideas could include:

- Continued participation in an expanded Playstreets program
- Collaborations to support the "Community Center Without Walls", pop-up events in the neighborhood, or family-friendly programming downtown
- Hosting simple activities in the neighborhood, like bike rides, street basketball, or other games, especially during the hours after-school and on weekends.



The Millville Police Department is an active participant in the Playstreets program
Source) Millville Playstreets



3.5

WORK WITH THE CITY TO IMPROVE CODE ENFORCEMENT

The poor quality of housing conditions, use of occupied and vacant properties for illicit activity, and impacts of negligent landlords are of paramount concern to the health and well-being of the Center City community. During interviews with community, city, and institutional leaders throughout Millville, the need for fair and effective code enforcement was often the number one priority cited. Similarly, the 2018 Success Measures Survey found that 45% of participants rated the “physical condition of homes in the community” as poor, with 39% rating them as fair, and only 28% rating them as good. These survey results give added dimension to the findings of the exterior property survey conducted in 2013, which found that 28% of structures were in good condition, 65% in fair condition, and 7% in poor condition. The disparity in these two surveys indicates that residents’ lived experiences with property conditions may be worse than immediately apparent from an exterior survey of building conditions.

To improve code enforcement, the plan recommends:

- Adapting and enforcing existing ordinances to ensure the right legal framework is in place to address the nature of the issue in Center City.
- Improving the training, responsiveness, and number of code enforcement officials and support staff.
- Holding regular interdepartmental meetings with City staff and neighborhood representatives to track progress, identify problem properties and hot spots, and adjust strategy as needed.
- Working with residents and civic groups to ensure the community has a voice in how code enforcement is carried out in the neighborhood.
- Hosting walking tours with city officials, residents, and code enforcement officers to review neighborhood conditions together.
- Holding workshops to teach residents how to effectively use the City’s 411 text alert system.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

City

PARTNERS

HCDC,
Neighborhood Civic
Groups

FUNDING SOURCES

City,
Property Registration
and Vacant/Foreclosed
Property Registration

Figure 7. Building Condition

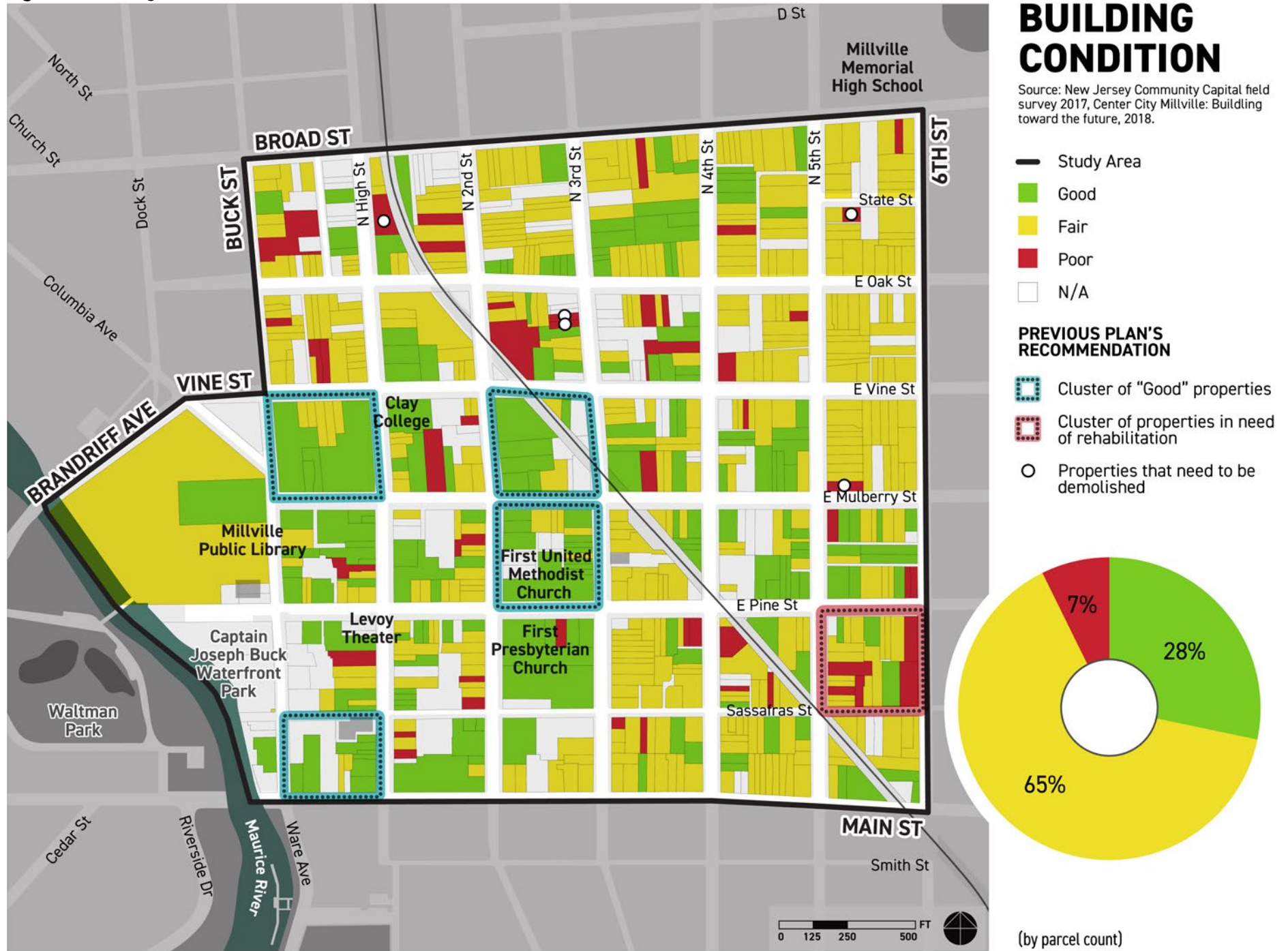
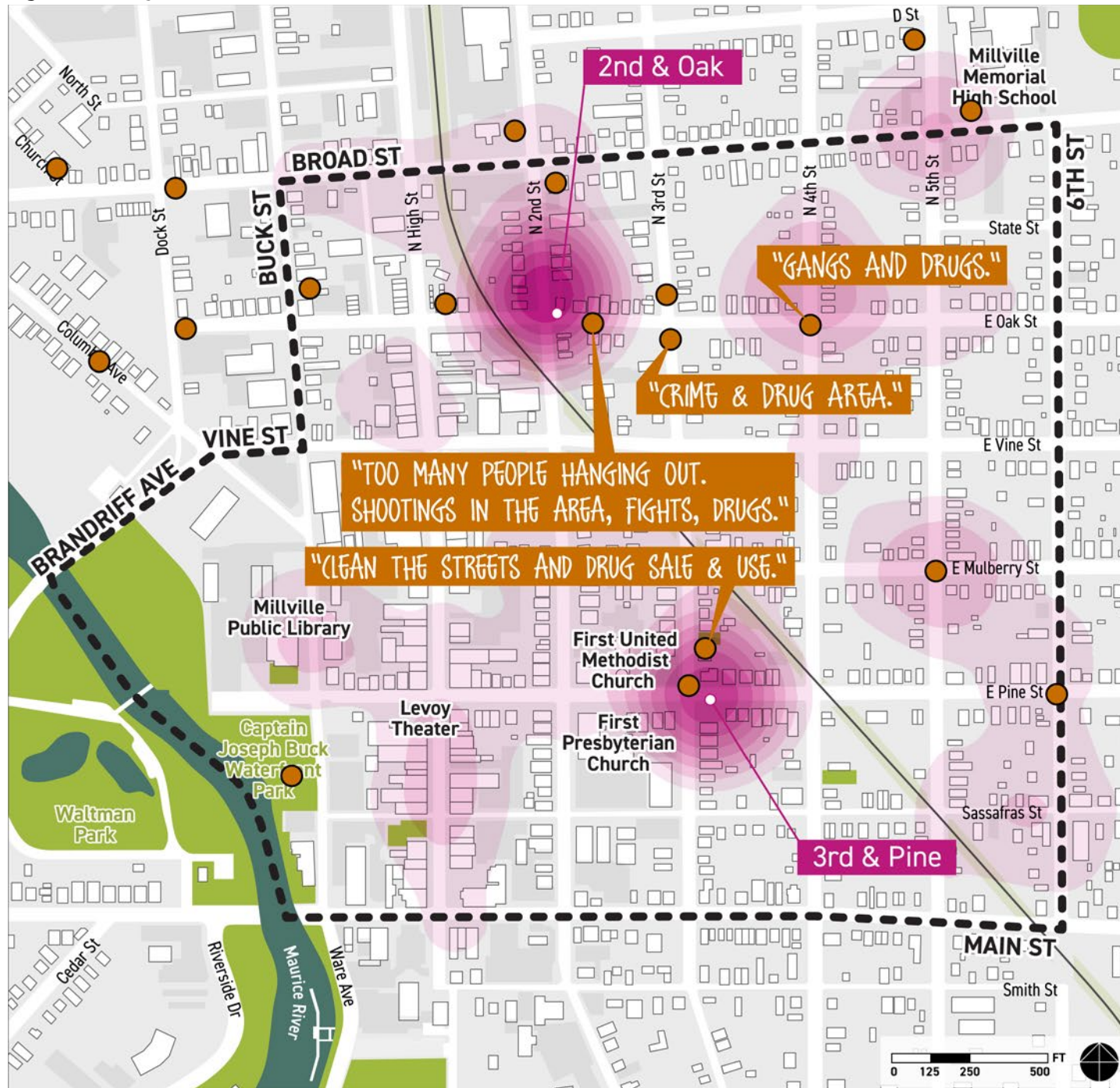


Figure 8. Drug Crime November 2017



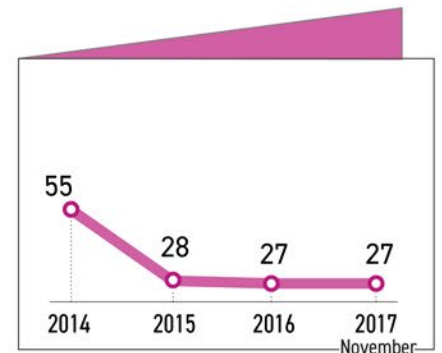
DRUG NOV 2017

Source: New Jersey Community Capital

- Study Area
- Rail
- Open Space / Park
- River

PLAYSTREET "WHERE WOULD YOU LIKE TO SEE AN IMPROVEMENT?"

- 26%
Crime & Safety



Total number of drug related crimes in the Study Area by year
Source) Millville Police Department

MAKING IT HAPPEN!

TIMEFRAME

1-10 Years

LEAD

Millville Police Dept.

PARTNERS

Neighborhood Civic Groups, HCDC, Faith-Based Organizations, Shade Tree Commission, Millville Police Dept., City

FUNDING SOURCES

City, State of NJ Municipal Aid Grants, Atlantic City Electric CDBG, NJ Tree Foundation



3.6

IMPROVE THE SAFETY, COMFORT, AND FUNCTION OF NEIGHBORHOOD STREETS

The 2018 Success Measures Survey revealed that residents' perception of neighborhood safety decreases dramatically from day to night, with nearly three-quarters of respondents saying they do not feel safe walking in the neighborhood at night, and over half of respondents saying they feel "very unsafe". Negative perceptions of safety can have an adverse impact on local housing markets - when residents feel unsafe, they're less likely to want to stay or invest in their community, illustrated by the fact that 49% of survey respondents indicated that crime or other safety issues were the primary reason why they would not consider purchasing a home in the community. Additionally, if residents feel unsafe walking in their neighborhood at night, they are far less likely to visit the Levoy Theater, spend an evening at the Library, or take advantage of the many community assets within a short walk of their home.

With past funding, HCDC has sponsored training sessions for both the Millville Police Department and neighborhood residents in how environmental design can affect crime. HCDC also has provided security camera systems at key locations in the downtown and Center City neighborhood to assist police in high crime areas.

To address this issue and improve residents' perception of community and ability to feel comfortable walking in the neighborhood at night, the plan recommends:

- Improving lighting levels in the residential core of the neighborhood between 2nd and

5th street with the objective of creating lighting levels that encourage a walkable community.

- Providing technical or financial assistance to help homeowners repair broken sidewalks.
- Ensure that crosswalks are clearly striped and marked to promote enhanced pedestrian safety.
- Expanding existing security camera initiatives in collaboration with residents and the Police Department.
- Work with the Shade Tree Commission to select appropriate species and planting of trees.

To target specific locations where these recommendations should be implemented, the plan recommends holding a walking tour with neighbors that begins with a presentation of recent crime and vehicular accident data to pinpoint priority locations for improvements, and results in a map of areas that residents and city partners have identified as priorities for lighting, street tree, sidewalk, and intersection improvements.

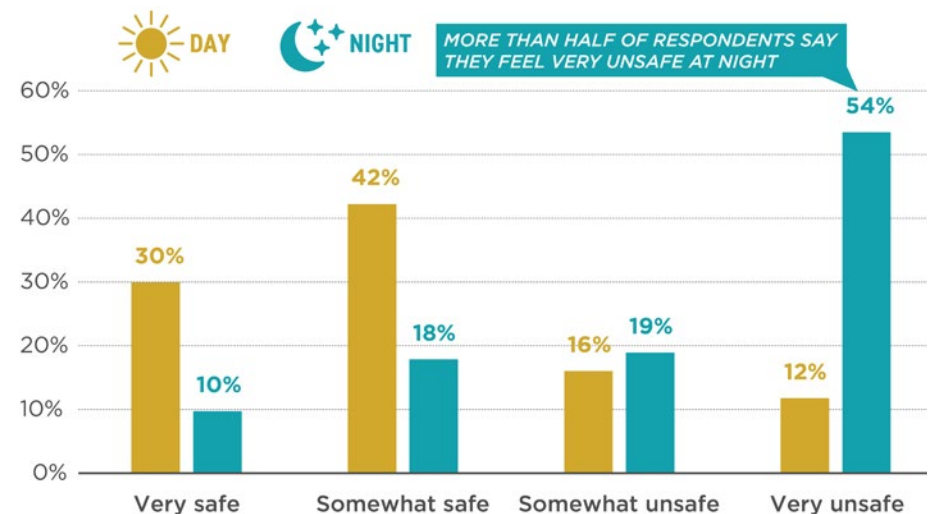


Figure 9. Success Measure Summary Results, Safety

WHERE IN OUR
COMMUNITY,
WOULD YOU LIKE TO
SEE THESE
IMPROVEMENTS?

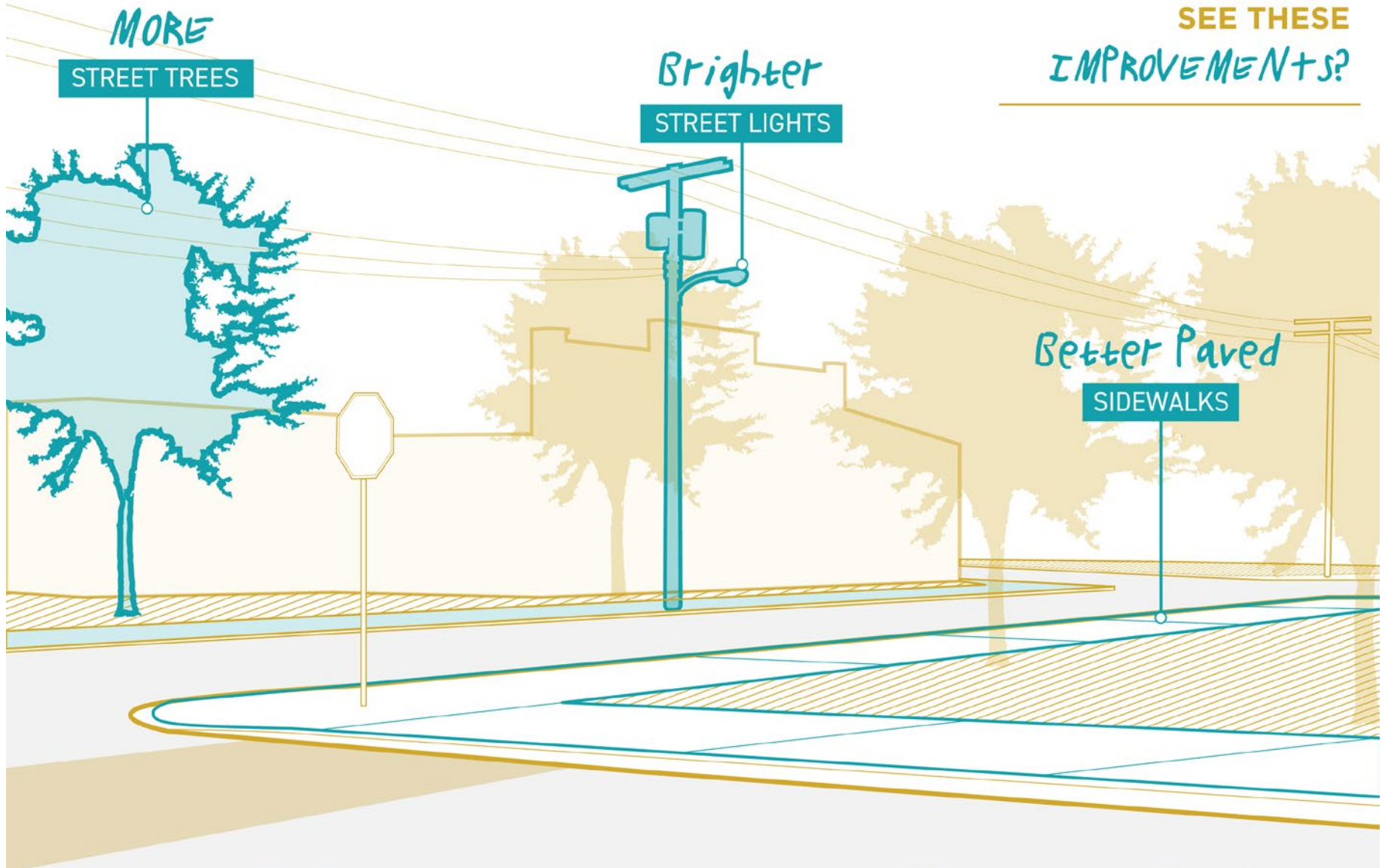


Diagram of improvements to collaboratively map and prioritize for improvements with community members

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

City,
Holly City Family
Success Center,
Local Banking
Institutions

FUNDING SOURCES

NRTC,
CDBG,
NPP,
NJHMFA,
HOME Investment
Partnership Program



3.7

CREATE A HOMEBUYER'S EDUCATION AND COUNSELING PROGRAM

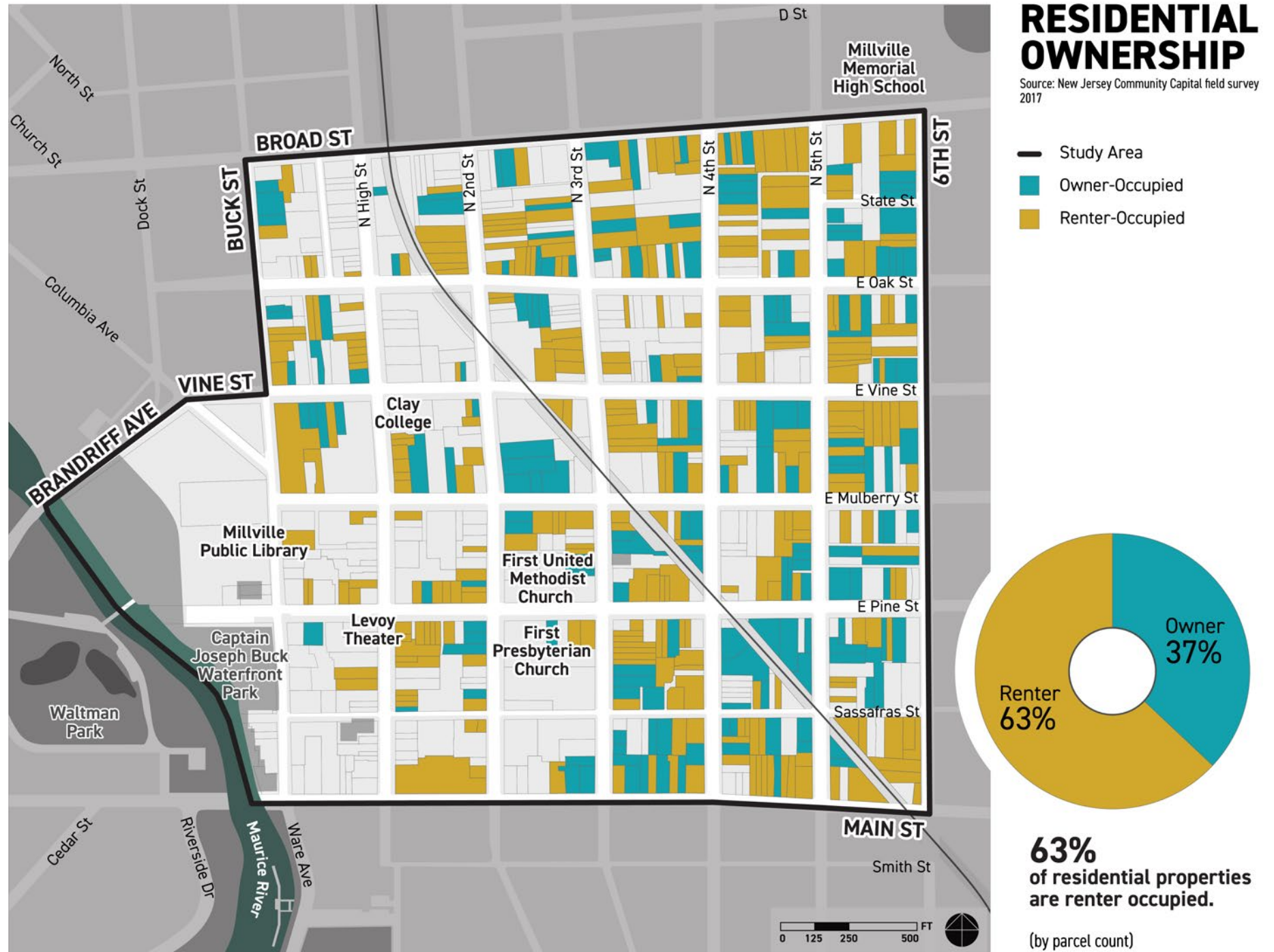
As noted in the Property Survey Report of 2018, families renting in and around Center City are spending between \$800-\$1,000 a month on rent (ACS 2011-2015 5-Year Estimates). However, the report found that due to the low sale price of homes in the neighborhood, a family purchasing a home for \$50,000 (typical for a good quality home in the neighborhood) would only have a monthly housing payment of about \$500 for a 30-year fixed mortgage, including taxes and insurance, indicating that in the Center City market, homeownership provides an important path to financial stability and wealth building for low-income residents.

Results from the public outreach process however revealed challenges to increasing homeownership in the neighborhood, despite the favorable cost differential. Results from the 2018 Success Measures Survey showed that 72% of residents would not consider buying a home in the neighborhood due to crime, personal financial circumstances, and physical conditions in the community. To help residents who want to purchase a home in the future but may not have the knowledge or finances to do so, the Plan recommends the creation of a homebuyer's education program, similar to [Saint Joseph's Carpenter Society's Homebuyer's Academy program](https://bit.ly/318tINw) (https://bit.ly/318tINw) in East Camden, which provides a series of classes covering budgeting, credit, mortgages, home maintenance, and financial stability for prospective homeowners. For those who complete these courses and are ready to embark on homeownership, the program's second step involves one-on-one counseling to assist homebuyers through every step of the process, and additionally matches prospective homebuyers with one of the non-profits rehabbed homes in the neighborhood.

These educational programs should be paired with financial assistance programs to help with the high up-front costs required to purchase a home. This should include loans and grants to assist with down payment and closing costs, as well as collaboration with local banks on mortgage programs for first-time, low-income homebuyers.

After purchasing a home, or for existing long-time homeowners, a new educational program could be created, potentially in collaboration with contractors, an area trade school, or a home repair business, to teach classes on how to properly make repairs on one's home to support maintenance needs over the long-term. [The Spanish American Civic Association \(SACA\)](https://bit.ly/31aWuYt) (https://bit.ly/31aWuYt) of Lancaster, PA runs similar courses out of their Tec Centro training center where students have the opportunity to practice installing dry wall, plumbing, framing, and other minor to major home maintenance and repair tasks on sample rooms with trained instructors.

Figure 10. Residential Ownership







4

IMPROVING OUR PUBLIC SPACES

WHY THIS IS IMPORTANT

Parks, libraries, and recreation centers provide vital hubs for neighborhood activity, connect residents to resources and each other, and provide safe, supportive, and welcoming places for kids to spend their time - especially important for those with little guidance or mentorship at home.

This goal builds on the work and ideas of many dedicated groups and community leaders who recognize the lack of safe public spaces as a dire need. A diverse collection of advocates are working to create a neighborhood recreation center; the library is raising funds to nearly double in size; and religious institutions are leading the charge to provide innovative and inexpensive ways for neighborhood children to play and feel supported in the community.

Additionally, the public outreach process highlighted that the community is not afraid to think boldly about the quality and ambitions for their public space, supporting the creation of a rail trail and unique community center/park hybrid to provide an outpost for neighborhood services right in the community.

To foster public spaces that have a profound social impact on the community, the plan recommends the following strategies:

- **Advocate for the creation of a neighborhood recreation center** to provide a dedicated space for programming, activities, and athletics.
- **Support the planned library expansion** to improve its capacity and facilities to continue to serve as a community hub.
- **Build a trail and pocket parks along the rail line** to formalize an existing pedestrian route through the neighborhood and increase safety conditions.
- **Create a community resource center and park in the neighborhood** to provide residents a gathering place and safe play area.
- **Partner with local churches to uplift the community** by increasing the outreach capacity of religious leaders and hosting public events together.
- **Explore opportunities to redesign the intersection of 2nd and Vine** as a gateway to the community by partnering with the laundromat and adding artistic crosswalks and bus shelter designs.
- **Host pop-up spaces and activities in cleaned and greened vacant lots** to deter illicit activity and rebrand these spaces as valuable community assets.

MAKING IT HAPPEN!

TIMEFRAME

1-10 Years

LEAD

City

PARTNERS

HCDC,
Holly City Family
Success Center,
Millville Public Library,
PAL,
Local Non-Profits

FUNDING SOURCES

City,
Local and Regional
Foundations,
Private Donations

★ 4.1 ADVOCATE FOR THE CREATION OF A NEIGHBORHOOD RECREATION CENTER

Throughout the planning process, we heard the need for a dedicated recreation center in the neighborhood to give kids and families a safe place to go. Ideally, such a space would provide engaging programs, athletics, and activities year-round. Currently, there is no dedicated, affordable recreation center for kids and families in the neighborhood, despite the fact that nearly 1/3 of residents are under the age of 18 and that 20% of families are in poverty. Proponents of this idea have additionally cited the exposure neighborhood children have to crime, violence, and lack of positive mentors at home or things to do in the community

as reasons why a recreation center would be beneficial. Groups advocating for a recreation center include the City, Our Future First, the Millville Police Athletic League (PAL), among many others.

The plan recommends continuing to advocate for the creation of a neighborhood recreation center by promoting the need for a dedicated facility for Center City families, continuing to expand the umbrella of supporters and volunteers working towards creation of a recreation center, raising funds for development, securing a site, and engaging potential providers who could serve as tenants and provide services in the space.



LEARN MORE ABOUT THIS EXAMPLE AT: [HTTPS://BIT.LY/20JPIDU](https://bit.ly/20jpidu)

The FamilyPlex by Breakthrough Urban Ministries in Chicago's West Side began in 2001 as an idea drawn on a white board by local teenagers to improve their neighborhood by giving residents a safe, welcoming place to go. 15 years later, this 42,500 sq ft facility opened its doors to provide a range of services to the community, including a preschool, art studio, gymnasium, fitness center, and a medical clinic.

Source) Breakthrough Ministries

★ 4.2

SUPPORT THE PLANNED LIBRARY EXPANSION'S CAPACITY TO MEET THE NEEDS OF RESIDENTS

The planned 10,500 square foot expansion of Millville's Public Library offers an opportunity to expand on the library's role as a "central gathering place of the community", as described by City Commissioner Joseph Pepitone¹. This statement was confirmed by a recent visitor survey that 96.2% of respondents felt that the library was important to their quality of life². The expansion will include private study rooms, an elevator to the basement, and a large teen center intended to provide a safe but comfortable social space for teenagers to hang out together. While funds raised thus far only

include capital dollars for design and construction, the newly expanded facility can serve as a valuable platform for new programs and services that benefit local residents, reduce social isolation, and provide safe havens for residents in otherwise unstable environments. The plan suggests supporting the library's expansion by aligning with the Library Strategic Plan's three areas of service improvement, including improving the facility as a safe and welcoming environment, providing collections and services of value to the community, and improving marketing and outreach to the community.



Millville's public library is currently raising funds to expand, adding a teen center to provide a social place for kids, a computer center, flexible meeting space, and other amenities.

Source) Millville Public Library & MMPF Architects

1 Smith, Joseph P. (September 19, 2018). Millville library to double size, add teen center under expansion plan. Retrieved from <https://bit.ly/2u4NjcQ>

2 Millville Public Library Strategic Plan 2019-2022. Retrieved from <https://bit.ly/2TNJzdW>

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

Millville Public Library

PARTNERS

City,
HCDC,
Holly City Family
Success Center,
Residents

FUNDING SOURCES

Private donations,
City,
State Library Bond

MAKING IT HAPPEN!

TIMEFRAME

1-10 Years

LEAD

City

PARTNERS

Neighborhood Civic Groups, HCDC, RRCA, Faith-Based Organizations, Winchester and Western Railroad

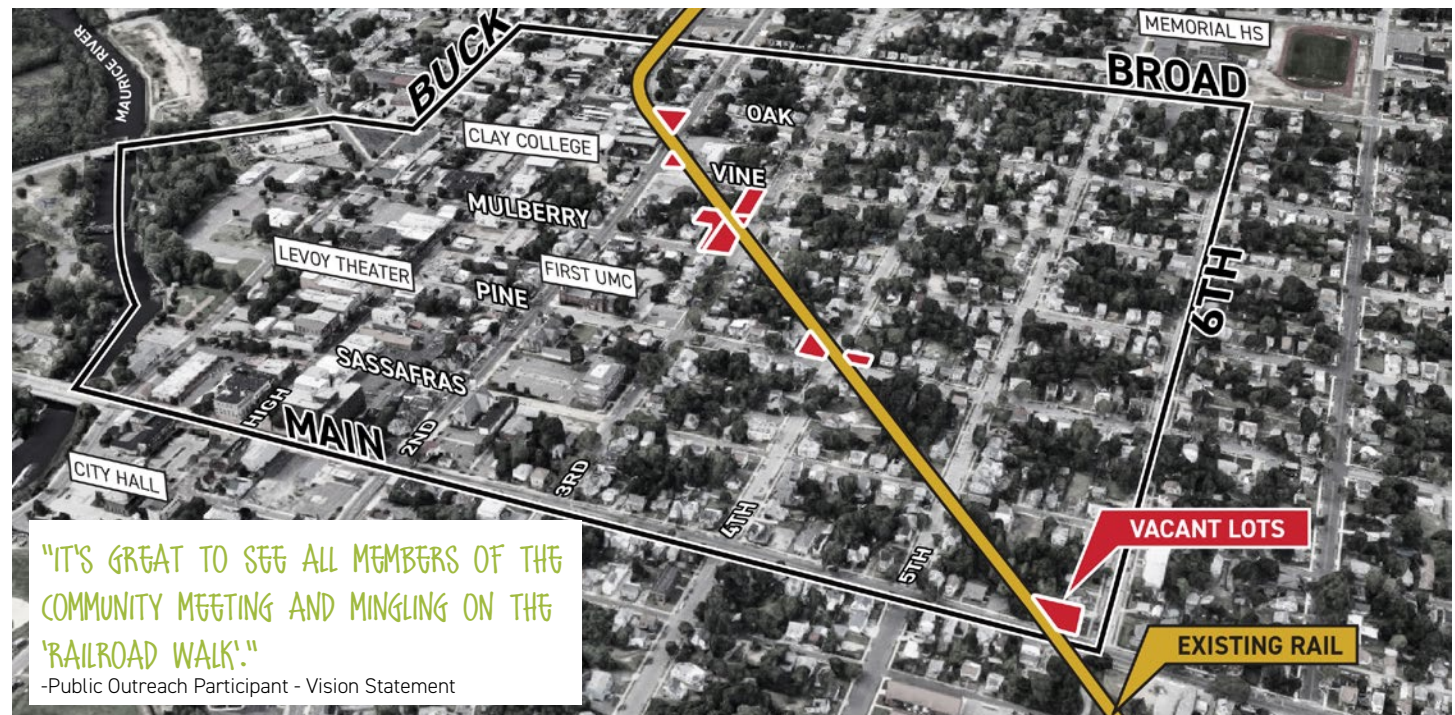
FUNDING SOURCES

NRTC, WFRF, NJ DOT, Local and Regional Foundations, NJDEP Green Acres

4.3 BUILD A TRAIL & POCKET PARKS ALONG THE RAIL LINE

The Winchester and Western Railroad rail line runs diagonally through the neighborhood's street grid, forming a right-of-way that is used by many residents as a trail adjacent to the rail line. Since the rail line connects to many neighborhood destinations, including the laundromat, bus stop, Save-A-Lot grocery store, Fourth Street Park, and several places of worship, it has grown organically as a valuable neighborhood connector. The City should work with Winchester and Western Railroad to formalize a plan to design a trail, with a paved path, lighting, signage, intersection enhancements, beautification elements, and safety elements. A formalized trail along the rail corridor

would support safe use of a pathway already used heavily by residents, and could bolster real estate values by creating a unique piece of public space infrastructure. The City could also work with destinations along the trail to build direct connections to this asset. Undersized triangular vacant lots formed by the diagonal of the rail corridor and the street grid, many of which cannot be developed, could be repurposed as pocket parks connecting to the trail. This public space could be activated in partnership with Millville's arts community, hosting events, temporary and permanent exhibitions, and programs.



The rail line is used as an informal "path" that many residents use - what if we transformed this unique space into an amenity for the neighborhood?



LEARN MORE ABOUT THIS EXAMPLE AT:
[HTTPS://WWW.
 INNERBELTATIONALFOREST.COM/](https://www.innerbeltnationalforest.com/)

To show the potential of turning an under-performing freeway into a public space, the League of Creative Interventionists created a pop-up park and woodland in Akron, OH to let the community see and experience how turning the decommissioned freeway lanes into public space could impact the neighborhood. The same type of strategy could be applied in Millville to show the potential of the rail trail.
 Source) The League of Creative Interventionists



LEARN MORE ABOUT THIS EXAMPLE AT: [HTTP://WWW.CHARLOTTERAILTRAIL.ORG/](http://www.charlotterailtrail.org/)



The Charlotte Rail is a publicly accessible trail that runs alongside the active Blue Line passenger railway. Notable about this project is the use of public art to enliven narrow sections of trail, creative built-in seating, and unique play spaces built at wider sections of the trail.
 Source) Top right photo, charlottenc.gov; Main Photo, kaboom.org

MAKING IT HAPPEN!

TIMEFRAME

1-10 Years

LEAD

City

PARTNERS

HCDC,
Neighborhood Civic
Groups,
RRCA,
Holly City Family
Success Center

FUNDING SOURCES

NRTC,
WFRF,
NPP,
NJDEP Green Acres

4.4

CREATE A COMMUNITY RESOURCE CENTER & PARK IN THE NEIGHBORHOOD

Interviews with community leaders and residents stressed the need for improved public spaces and safe and welcoming gathering places to connect community members to programs and resources. Currently, there are no dedicated community centers in the study area east of 2nd Street, aside from the neighborhood's houses of worship, and only one formal mid-block playspace called Fourth Street Park located at the southeastern portion of the neighborhood.

Fourth Street Park's lot could be expanded to include the neighboring residential structure and lot, providing for a homebase where non-profit partners could run programs for the surrounding

community and where community members could gather and hold neighborhood meetings. With an expanded footprint, this hub could support an improved playground and flexible outdoor spaces for family-friendly community events. Additionally, first-floor indoor space in the converted home could host year-round programming and events. Upper floors could be used for office, or could be retained as living space to host artists-in-residence who would lead neighborhood programs. Because real estate prices are relatively low in this neighborhood, acquiring a residential home and performing internal renovations would be a cost-effective method for creating a community hub.



What if we converted a vacant neighborhood home into a staffed community center?

In Akron, OH, the Exchange House serves as a gathering place for the community and includes an indoor area for programs and outdoor community backyard for passive use and neighborhood programs (Source) The Exchange House

4.5 PARTNER WITH LOCAL CHURCHES TO UPLIFT THE COMMUNITY

Center City contains a number of churches that are working to make a positive difference in the surrounding community. And while many of these churches have congregations that commute into the neighborhood from elsewhere, church leaders and their parishioners have recognized the need to be active in the surrounding community. First United Methodist Church's SHINE program provides a summer camp, after school tutoring, mentoring, a youth group, scholarship opportunities. The SHINE program is a local example of what the non-profit [Partners for Sacred Places](https://sacredplaces.org/) (https://sacredplaces.org/) works to achieve - helping older churches become stronger civic assets for surrounding communities (whether community members are part of the congregation or not) while also becoming financially self-sustaining. The Plan recommends continuing and growing partnerships with area churches so that these "sacred places"

serve not just as places of worship, but as civic assets for the community. Some possible ideas for how to grow churches as civic assets that emerged from the outreach process include:

- Advancing partnerships with arts organizations to bring arts programming and events into the neighborhood - [RESOURCE: "[Making Home for the Arts in Sacred Spaces](https://bit.ly/2TH1tiG)" https://bit.ly/2TH1tiG]
- Making indoor and outdoor church spaces safe havens for play, programs, and events.
- Increasing the number and breadth of experiences and field trips available to neighborhood youth.
- Supporting community services, such as neighborhood clean-ups and food banks.
- Supporting neighborhood events that benefit neighborhood youth and are open to the public.
- Increasing the outreach capacity of church leaders.



Church lawns and other open spaces could host spaces for community gatherings and places to play for children, some of whom reported already using these spaces given the lack of safe public open spaces in the neighborhood.

"SOMETIMES I'LL PLAY ON THE CHURCH LAWNS WITH MY FRIENDS."

-Public Outreach Participant

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

St. Paul's Lutheran Church

PARTNERS

HCDC,
City,
Millville Public Library,
Faith-based organizations

FUNDING SOURCES

NRTC,
WFRF,
Partners for Sacred Places

MAKING IT HAPPEN!

TIMEFRAME

1-10 Years

LEAD

City

PARTNERS

HCDC,
Neighborhood Civic
Groups,
RRCA,
NJ DOT,
Winchester and
Western Railroad,
Private Landowners

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations,
City

4.6

EXPLORE OPPORTUNITIES TO REDESIGN THE GATEWAY OF 2ND AND VINE STREET

At the northwestern portion of the neighborhood, a partnership with the Millville Coin Laundromat could provide renovations that re-imagine interior common areas and unused outdoor spaces as gathering places for the community. While a laundromat isn't typically the first thing one thinks of when they think of public space, interviews during the outreach process of the plan noted that posting information in the local laundromat has been one of the most effective methods for reaching out to the community. Because laundromats by nature encourage regular visits and lingering while waiting for clothes to finish drying, a creative collaboration with this private business could help realize the potential of place to serve as a community hub that many residents already frequently visit. It would also improve a space along the potential Rail Trail that, given it's prominent location along 2nd Street and adjacent to the NJ Transit bus stop, serves as a gateway into the neighborhood. Similar private business / public space collaborations could also be considered at the Save-a Lot property on 2nd Street between Broad Street and E Street, another space that was noted as a common destination for neighborhood residents.

Another opportunity at this intersection is the redevelopment of the old bakery property that sits just behind the bus stop and rail line. Redevelopment opportunities could include space for community groups, non-profit service providers, and recreation/flex space that could potentially meet the needs for a recreation center.

"THERE AREN'T MANY BUILDINGS THAT ARE STILL ABANDONED, NOW THEY'RE BEING USED FOR EDUCATIONAL PURPOSES, RECREATIONAL PURPOSES, AND THINGS LIKE THAT."

-Public Outreach Participant - Vision Statement



Diagram of opportunities to reimagine the intersection of 2nd & Vine as a vibrant neighborhood gateway and community hub.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

City,
Faith-Based
Organizations,
Local Non-Profits

FUNDING SOURCES

City,
NRTC,
NPP

4.7 HOST POP-UP SPACES & ACTIVITIES IN CLEANED & GREENED VACANT LOTS

With an excess of underused spaces and vacant lots in the neighborhood, both of which can attract illicit activity if not maintained or supervised appropriately, the Plan recommends short-term activations centered on programming that meets the interests and desires of neighborhood residents. These interventions can serve to reinforce the perception that the cleaned & green lot is a valued community space, making it less likely that illicit use will return. These lots could host a variety of neighborhood programming events, but could also be activated through short-term installations to make the lot function as a public amenity.

With examples of activated vacant lots popping up around the country, there's no shortage of inspiration available. The Free Lots Los Angeles collaborative, a group of six LA based non-profit organizations, produced a [Vacant Lot Activation Toolkit](https://bit.ly/2TOAIBa) (<https://bit.ly/2TOAIBa>) that guides groups through all steps of the process, from engagement to design, construction, and programming. Another helpful resource is the [Tactical Urbanism Materials and Design Guide](http://tacticalurbanismguide.com/) (<http://tacticalurbanismguide.com/>), an illustrated guide of the materials, tools, and costs that have been tested in tactical urbanism or “pop-up” projects around the country.



Communities like the Parkside neighborhood in Philadelphia have had success turning cleaned up vacant lots into fun places - hosting programming such as concerts, exercise classes, community dinners, and events in once abandoned lots.



GLASSTOWN
ARTS
DISTRICT
A Main Street
New Jersey Community
P
Made possible by HUD & NJCP Program



Tyvek Tyvek

BANK
MONEY



5

INCREASING ACCESS TO JOBS & EDUCATION

WHY THIS IS IMPORTANT

Access to educational opportunities and skill-based training matched to available jobs are key paths to prosperity that help break the cycle of poverty for low-income families. Residents in the Center City neighborhood, however, face significant barriers to accessing economic and employment opportunities. For example, **only 3% of the Center City population 25 years of age or older has a Bachelor's Degree**, compared to 12% in the City and 23% in the State. This comes at a time when **it is projected that 68% of jobs in the future are projected to require a bachelor's degree**. Additionally, the decline of High Street, with a **vacancy rate that has gone from 7% to 24%** since the start of the Great Recession, has hampered the ability of the Arts District to serve as a community-based economic engine.

To help residents access better educational and career opportunities, and to bolster the Arts District as a local economic hub, the plan proposes the following strategies:

- **Start a neighborhood-based workforce development program** that will create opportunities for on-the-job training and employment for residents who would typically face barriers in the labor market.
- **Increase access to quality after-school summer programs and field trips** to ensure that Center City kids have safe & supportive

peer groups, mentors, and experiences after-school, on the weekends, and are exposed to outside their neighborhood.

- **Support the neighborhood's small businesses & entrepreneurs.** Encourage MURC, MDC and the City to develop new approaches to filling the vacant storefronts with small businesses & local entrepreneurs. Promote the region's only co-working space, the Creative Enterprise Center on Mulberry St. as an incubator for creativity, new businesses and entrepreneurial ideas.
- **Help artists and entrepreneurs reach a wider market** by providing assistance in using targeted ecommerce tools and social media marketing strategies to reach regional and national markets for their services and products.
- **Provide free career & education counseling programs** to help residents access viable employment and career advancement opportunities in convenient, welcoming settings in their neighborhood.
- **Offer & strengthen supports to help students stay on track** by providing assistance to students of all ages to ensure they have the necessary supports to succeed in school.
- **Make it easier for parents to be involved at their kids' school** by removing barriers to participation commonly faced by low-income residents.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

CCC,
CCTEC,
WIB

FUNDING SOURCES

NRTC,
WFRF,
Workforce
Development Division,
NJ Dept. of Labor

★ 5.1 START A NEIGHBORHOOD-BASED WORKFORCE DEVELOPMENT PROGRAM

Due to the need for neighborhood cleanliness and beautification, and the employment deficit among residents, the plan recommends the creation of a nonprofit social venture to clean, landscape, and beautify the neighborhood while connecting community members with good, stable jobs for underserved residents. This venture would provide training and direct employment in the neighborhood the pathways for advancement and/or connections to further career or education opportunities after completion of service.

Additionally, such a program would remain open to groups who typically face barriers to participation in the labor market, including the formerly incarcerated, young adults, residents with limited English language ability, and residents without a high school diploma. Specific services offered could include landscaping, planting, cleaning & greening vacant lots, placemaking projects, street sweeping, snow removal, and public space maintenance.

Precedents of similar programs in the region include the [PowerCorps program](https://www.centerffs.org/powercorps-camden) of Camden, NJ (<https://www.centerffs.org/powercorps-camden>), which hires residents age 18-26 to work on environmental projects in the City. The program is administered by the Center for Family Services with funding from AmeriCorps. Another example in the region is the [Green City Works program](https://www.universitycity.org/greencityworks) run by University City in West Philadelphia (<https://www.universitycity.org/greencityworks>), a social enterprise that provides high-quality landscaping and design maintenance services while developing valuable trade skills among participants.

One of the first steps would be to utilize CCC Arts and Innovation Center and Paula Ring Center, which are two valuable resources in the neighborhood.



PowerCorps Program, Camden, NJ
Source) Center for Family Services, Camden, NJ



Green City Works, Philadelphia, PA
Source) University City District



5.2

INCREASE ACCESS TO QUALITY AFTER-SCHOOL SUMMER PROGRAMS AND FIELD TRIPS

Research has shown that young people who have sustained involvement in extracurricular activities are much more likely to go on to college than kids with sparse or no involvement.[1] Similarly, studies have shown that children who grow up in disadvantaged neighborhoods benefit immensely from involvement in “identity projects” such as clubs, organizations, groups, or other activities that inspire and engage youth around something they are passionate about and that help young people shape their identity and socialize with others.[2]

Center City has a larger proportion of children, at 32% of the population, than the City of Millville as a whole [25%]. Of this population, the largest age group as of the 2012-2016 ACS estimate are 10 to 14 years olds, followed by 5-9 year olds. This shows that a substantial portion of the neighborhood’s youth are school-age children, many of whom are in their pre-teen and teenage years. Interviews with neighborhood stakeholders and involved residents indicated that Center City kids in these age groups lack safe and positive places to go, mentors, and positive experiences to participate in once the school day ends at 3pm. Similarly, these same kids often lack supervision, companionship, and access to mentors and experiences on the weekends. Initiatives like the SHINE program and other engaged residents have helped fill this gap, but interviews with the people running these programs revealed that the need is greater than existing capacity.

The plan recommends working with the school district and neighborhood partners to:

- Promote and market existing extra-curricular activities (after-school, on weekends, etc.) to Center City families.
- Form a taskforce of providers across the city to collaboratively increase participation among Center City kids and share ideas and resources to improve the quality of experiences and programs available.
- Develop a protocol to collaboratively track participation in extracurriculars to understand where opportunities exist to better serve the Center City community.
- Create a financial assistance program to eliminate the ability to pay as a barrier to participation.
- Partner with cultural institutions such as WheatonArts and RRCA to expose children to the arts and various mediums.
- Support and expand Arts Creates Excellence (ACE) program now in its 20th year to provide arts-based experiences for Center City youth and parents
- Work collaboratively with the Millville Public Library to coordinate and integrate their summer programming with other providers and offer an overall calendar of events to schools before summer dismissal.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

Millville Public Schools,
Holly City Family
Success Center,
Millville Public Library,
Holly City Family
Center,
SHINE,
RRCA WheatonArts,
MDC

FUNDING SOURCES

Cumberland
Empowerment Zone-
21st Century Grant,
Ocean First
Foundation,
PNC Foundation

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

MDC

PARTNERS

MURC,
Levoy Theatre

FUNDING SOURCES

CDBG,
NJ Community Capital
THRIVE program,
NRTC,
UCEDC,
NJ EDA,
NJCC Lights on
Downtown,
City of Millville,
Governor Murphy's
Grant opps. for
entrepreneurship

5.3 SUPPORT THE NEIGHBORHOOD'S SMALL BUSINESSES & ENTREPRENEURS

Supporting the community's small businesses and entrepreneurs is vital to improving the local economy of the Glasstown Arts District and providing avenues to small business ownership and employment within walking distance of Center City's residential community. The Millville Development Corporation (MDC) is an independent non-profit organization whose focus is to support and improve the Arts District and the revitalization of the Center City neighborhood. The MDC is a designated Main Street community by Main Street New Jersey through the NJ Department of Community Affairs.

MDC must lead new efforts to develop the next creative phase of the downtown, with physical and economic changes to attract a new audience that includes millennials and neighbors within walking distance. With many of the business-oriented organizations headquartered in the downtown (MURC, HCDC, Chamber of Commerce) perhaps MDC can corral leadership and develop a strategy to offset vacancies, accommodate new retail trends, and attract entrepreneurs. Collaboration among all

these organizations could result in a new, exciting incentive package that includes technical as well as financial assistance to targeted businesses. HCDC's Creative Enterprise Center is a prime location, one block from the Arts and Innovation Building, to house creative projects and new initiatives. This facility offers an array of affordable options for workspace and collaboration and already provides business training opportunities. A bright spot in the downtown is the Levoy Theatre which is attracting visitors and filling 30-35,000 seats annually. The entertainment offered by the Levoy is having a positive, trickle-down effect with existing restaurants, particularly during weekend performances. The Levoy represents not only an opportunity to generate commerce and visitors, but to engage neighborhood residents in programming and cultural experiences. The Villages in the 500 block of High Street serve as arts-based incubator space and the development project proposed on this block (early stages) may provide an opportunity to redevelop the entire first block of the Arts District. This would provide an exciting new entryway to Glasstown.



Small businesses on High Street

5.4 HELP ARTISTS AND ENTREPRENEURS REACH A WIDER MARKET

While much has been written in recent years about the decline in brick and mortar stores and the growth of ecommerce, many small entrepreneurs, artisans, and retailers have been able to strike a balance - having a physical location that operates both as a retail location and workshop, with the majority of revenue coming from online sales. This is most beneficial to retailers that offer a unique product, local artisans, or makers who need access to a much larger market.

An often cited example is the Missouri Start Quilt Company, a small business located in a town with a population of less than 2,000 and median household income of approximately \$28,000. The company launched during the Great Recession and now has annual sales of \$20 million¹. And for smaller communities that lack proximity to large metropolitan areas, online sales can provide access to a larger market that simply isn't realistic to reach via a brick and mortar location.

In addition, having existing zoning that allows live/work space puts Millville's downtown at an advantage. NJCC has a program to support the rehabilitation of buildings to permit downtown living above commercial spaces. Further, NJEDA has targeted Cumberland County for its lease assistance program, providing direct financial assistance to lower lease costs. These are programs, however, that need a local champion. One of the economic development organizations, perhaps MDC or MURC, needs to market and provide information on these resources to existing and potential businesses

We also recommend a collaboration between existing organizations all co-located in the downtown to designate a "champion" to devote continued energy to expanding participation in existing incentive programs. Such a program could provide workshops and technical support to help small businesses:

- Assist with business planning to identify an appropriate sales and marketing strategy,
- Develop web portals via existing, easy-to-use online platforms like squarespace, etsy, ebay, amazon marketplace,
- Develop social media strategies to market and sell products, and
- Assist with developing content that will help generate sales, including product photography, copy, etc.

¹ Milder, David N. (October 5, 2017). Toward an Effective Economic Development Strategy for Smaller Communities (under 35,000). Retrieved from <https://www.aaronrenn.com/wp-content/uploads/2018/05/White-Paper-Toward-an-Effective-Economic-Development-Strategy-for-Smaller-Communities.pdf>

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

MDC

PARTNERS

WheatonArts,
UCEDC,
MURC

FUNDING SOURCES

NJCC Lights on
Downtown Program,
NJEDA Lease
Assistance Program,
CDBG

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

SHINE

FUNDING SOURCES

Workforce
Development Division,
CEZ-21st Century
Grant

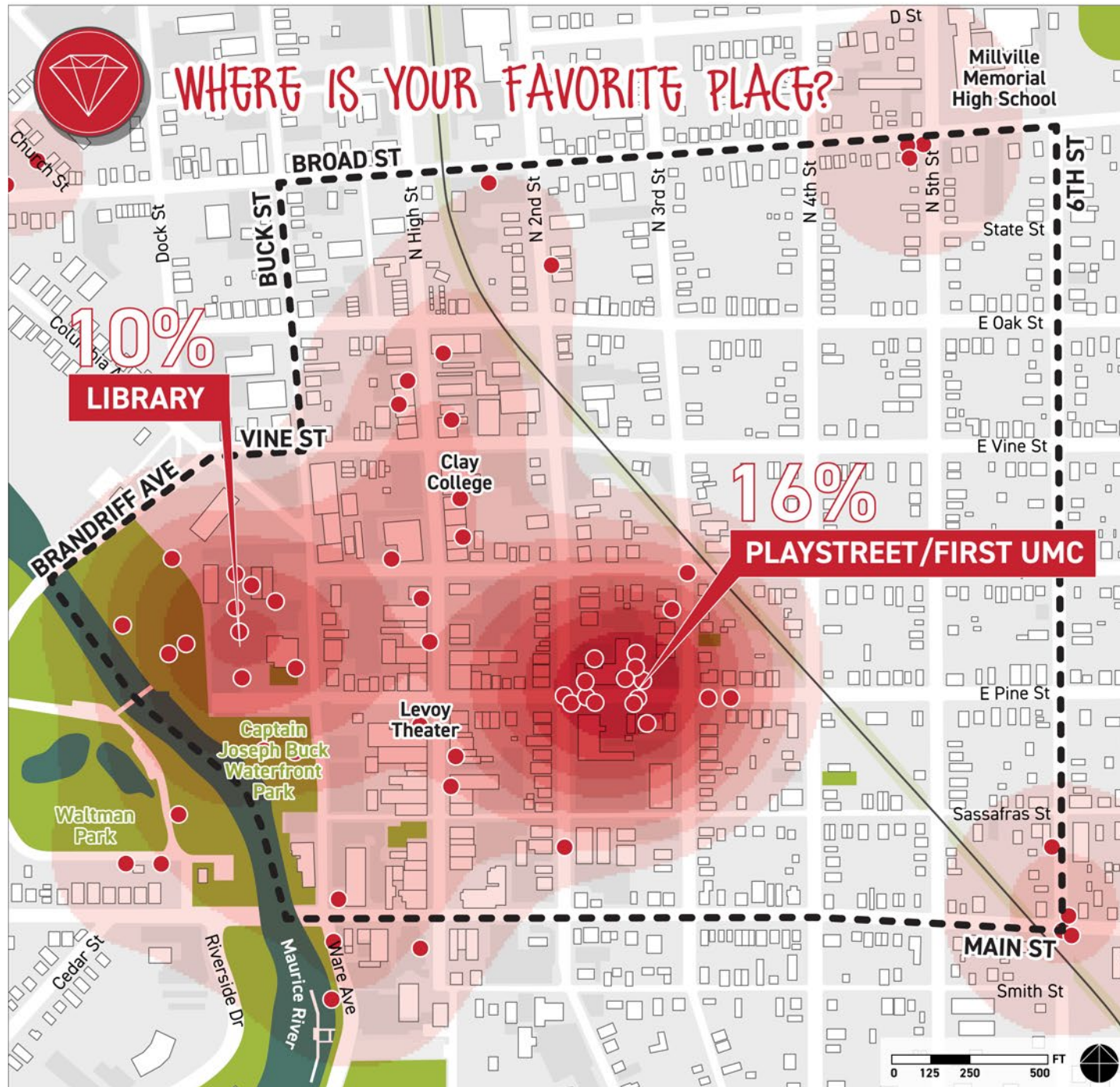
5.5 PROVIDE FREE CAREER & EDUCATION COUNSELING PROGRAMS

According to the US Census, 20% of families in the Center City neighborhood live at or below the poverty line, compared to 15% of families in the City and County, and 8% of families in the State¹. Access to free career and education counseling programs is a key path for improving a family's economic security. Additionally, the outreach process revealed that because access to reliable transportation remains a major obstacle for many Center City residents, it is critical that career and education counseling programs be held within the neighborhood in walking distance of the Center City community. Further supports to make these programs accessible should be considered as well, including providing free food at programs and a child-watch option for parents with kids.

The neighborhood has a wealth of partners in the community who could host these programs, including HCDC, the Holly City Family Success Center, the Arts & Innovation Center, and the Millville Public Library. Groups such as the Cumberland County Department of Workforce Development and Cumberland County Community College could be engaged for program development and facilitation. The Cumberland County Department of Workforce Development and HCDC are currently looking to the State's newly created PACE Training Program as a potential opportunity for Center City residents to access apprenticeships at local firms. Once the details of how the program will operate are finalized, a series of informational sessions could be developed to help residents learn about the program, followed by one-on-one counseling for interested applicants.

¹ US Census, ACS 2012-2016 (5-Year Estimates), Social Explorer; U.S. Census Bureau. Block Groups 3 & 4, Census Tract 302

Figure 11. What is your favorite place in the community?



PLAYSTREET

(Total: 83 participants)

PLAYSTREET/ FIRST UNITED METHODIST

"BECAUSE OF SHINE.
THEY CARE ABOUT US."

"IT'S SAFE AT CHURCH.
CHURCH KEEPS THE KIDS OUT
OF STREETS."

LIBRARY

"I TAKE MY GRANDDAUGHTER
TO PLAY AND READ.
WE CROSS THE RIVER
TO THE PLAYGROUND."

Outreach at 2018's Playstreets event revealed that many residents have a strong connection to the Millville Public Library and to the local churches who partner on the Playstreets event, indicating that these could be good possible locations for career and education counseling programs.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

Cumberland County College,
Holly City Family Success Center,
Millville Public Library

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional Foundations

5.6

OFFER & STRENGTHEN SUPPORTS TO HELP STUDENTS STAY ON TRACK

The percent of Center City residents 25 years of age or older with a Bachelor's Degree is only 3%, compared to 12% in the City and 23% in the State. In a world where access to higher education is necessary for prosperity and career advancement, Center City families must have the supports necessary, at all stages of life, to be successful in school. The current CF2C program implemented by HCDC, through a grant from the Pascale Sykes foundation, provides community builders to help families and individuals set goals. Helping families develop a plan for educational opportunities as part of this program can help direct students and adults in neighborhood households to opportunities and existing resources for help in current classes.

For kids, the plan recommends making sure that all children have access to the basic necessities to facilitate learning, such as food, water, shelter, and an involved parent or guardian, teacher, or other concerned adult who can provide mentorship and support. In cases where living conditions may not be stable, providing safe environments to study after school hours will also help students thrive. The Millville Library developed an afterschool homework club as a result of input received from Lakeside Middle School students. More facilities, within walking distance, providing these type of learning opportunities will start to increase educational attainment and success. There is no shortage of spaces that could be used for this purpose such as the Holly City Family Center, Creative Enterprise Center, the Arts and Innovation Building, and the RRCA.

Additionally, field trips that introduce students to new places and experiences in the region can help broaden kids' worldviews, especially for those who many not have the opportunity to visit places outside their neighborhood. Teens and young adults additionally benefit from opportunities to engage in positive peer interactions, and participation in clubs or extracurriculars that interest them and give them purpose.

For students seeking to earn a post-secondary degree or certificate, assets like Cumberland County College (CCC) and the Arts & Innovation Center provide affordable avenues to access higher education and career development opportunities. However, experienced education professionals in Millville have found that while disadvantaged students may be able to start a post-secondary program, many experience significant difficulties finishing their degree due to a lack of reliable transportation, personal finances, and parenting obligations. The plan recommends increasing access to and awareness of support programs such as the C5 initiative, a support program that helps students fulfill a commitment to finish their degree, as well as programs that give students affordable access to additional degree programs, such as CCC's 3+1 program with Rowan and CCC's partnership with Stockton University.

Note: CCC will become Rowan College of South Jersey as of July 1, 2019, providing even more opportunities for higher educational advancement across the county.

5.7

MAKE IT EASIER FOR PARENTS TO BE INVOLVED AT THEIR KIDS' SCHOOL

During the outreach process, we heard from several education professionals working in the school district that many low-income families in their communities face barriers to being fully engaged in their child's school and academic progress. Due to work schedules outside of the traditional 9am-5pm workday, lack of access to a car, a lack of additional caregiver, and less familiarity or comfort with educational institutions, low-income families may not have the same ability to participate in their child's school as parents of more comfortable economic means. The plan recommends working collaboratively with the school district to implement strategies to make it easier for parents to attend PTA meetings, parent-teacher conferences, school performances, and other ways to be engaged in their child's education and future. Ideas could include:

- Holding parent events at times that are more convenient for different families, such as on the weekend
- Providing free transportation such as a shuttle from the neighborhood.
- Going directly to parents themselves by providing the option of a home visit to start off the school year, or a meet-up at a location within the Center City neighborhood itself.
- Providing free food and child-care options for parents who attend events.
- Ensuring that first interactions between school and parent are positive, to encourage parents to stay involved and make them feel welcome.



Source) Shutterstock

"ALL PARENTS LOVE THEIR KIDS, BUT THEY MAY NOT HAVE THE WHEREWITHAL TO BE AS INVOLVED OR KNOW HOW TO HELP WITH THINGS LIKE SCHOLARSHIP APPLICATIONS."

-Interview Participant

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

Millville Public Schools

PARTNERS

HCDC,
Holly City Family
Success Center

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations





6

INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP

WHY THIS IS IMPORTANT

A necessity to implementing this plan is involvement from the public in the way of youth, volunteers, community advocates, professionals, non-profits, and more. While recent efforts to engage Center City residents have struggled, the optimism and engagement of a small but growing segment of the community, and the interest of City leadership in supporting these home-grown leaders gives reason for hope. For example, the Success Measures Survey showed that **22% of residents feel they can make “a great deal” of positive difference in their community, and more than half of respondents said they personally took action to improve their community.**

To get more community residents involved in civic associations and activities, the plan recommends the following strategies:

- **Organize “field trips” for residents and city officials** to learn from other places and bring home new ideas about how to better Millville.
- **Develop youth leadership in shaping the future of the community** and being engaged in youth-centered programs where they can receive mentoring that is beneficial later in life.
- **Form a civic association led by neighborhood residents** to meet monthly and organize community service projects and plan implementation.
- **Recruit residents to help lead the city’s arts, cultural, and educational organizations** to help diversify non-profit boards and grow the organizations’ audience
- **Teach residents strategies on how to advocate effectively for themselves and their community** by explaining topics such as tenants’ rights, the public school system, workplace issues, and more.
- **Hire an outreach coordinator** to connect residents to the city’s civic organizations.

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

City,
SHINE Program,
Millville Public Library,
Arts & Innovation
Center,
RRCA,
MDC,
Faith-Based
Organizations

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations

6.1

ORGANIZE “FIELD TRIPS” FOR RESIDENTS & CITY OFFICIALS TO LEARN FROM OTHER PLACES

Seeing and experiencing precedent projects, and hearing and learning from peers implementing this work, can be one of the most effective ways to build consensus and launch similar projects in one’s community. Throughout this plan, precedent projects in the region are referenced, most within just an hour’s drive of Millville. The plan recommends contacting leaders of precedent projects in the region to organize a “field trip” for city officials, non-profit partners, residents, and students from youth groups such as the SHINE program to go learn from local examples first-hand. To be successful, tips for such a field trip include¹:

¹ Best practices in organizing a successful “field trip” were recommended by Bridget Marquis, Director of the Reimagining the Civic Commons National Learning Network and a frequent organizer of convening and “learning journeys” in cities across the country.

1. Focus on what you want to learn, and organize the trip accordingly. Use the plan’s goals and desired outcomes as a framework for making sure participants are learning relevant and actionable lessons from precedent projects.
2. Consider how to get participants to internalize what they’re learning - consider giving participants a notebook to document what they are learning and report back to the group and others when they return home.
3. Spend a lot of time out in the field seeing and hearing. Then help arrange one-to-one follow-ups with key leaders and peers where needed.
4. Allow for plenty of time at each stop as people often have lots of questions. Three to four sites is a good, realistic target to visit per day.
5. Make meals part of the learning - go out to eat to make the most of all the time you are together and give time for casual conversation.



6.2 DEVELOP YOUTH LEADERSHIP IN SHAPING THE FUTURE OF THE COMMUNITY

Throughout the planning process, students and young adults from the SHINE program at First United Methodist Church have been engaged - volunteering to both share their ideas for the future of the community and help facilitate the second public open house in February. They were willing to share their talents, ideas, and unique perspective as young people growing up in Center City Millville. The SHINE students exemplify the benefits of continued and additional efforts to engage youth throughout the neighborhood in shaping the future of the community and plan implementation. The plan recommends supporting youth to develop into leaders, become active participants in initiatives, and to improve and plan for their neighborhood. This plan recommends supporting programs like SHINE or the Library's Teen Advisory Council with established youth engagement and leadership programs.

The plan also recommends efforts to support special interest programs in the neighborhood

that involve youth and connect young people with an activity they are passionate about. In a [recent longitudinal study](https://bit.ly/2HuQkuM) (<https://bit.ly/2HuQkuM>) of kids who grew up in high-poverty neighborhoods in Baltimore in the 1980's and 1990's, researchers found that youth who were involved deeply in something they were passionate about - sports, arts, etc. - were more likely to prosper later in life. The study's authors suggested supporting and funding more opportunities for "passion projects" in schools, after-school programs, cultural centers, and other institutions¹. The City of Millville is well-positioned to implement such a strategy given the wealth of assets right in the neighborhood. Programs like the Off-Broadway Players and Teen Arts Festival at the Levoy Theater, for example, provide the kind of deep engagement and multi-generational social bonds to give kids a way to be involved in a passion and receive the kind of informal mentorship and support that can help them grow and prosper in adulthood.

¹ Semuels, Alana (April 6, 2016). Why do some poor kids thrive? Retrieved from <https://www.theatlantic.com/business/archive/2016/04/kids-poverty-baltimore/476808/>



The SHINE Program mentors participants and encourages them to be positive influences and leaders in their community, as demonstrated by their role in helping facilitate the public open house in February 2019.

MAKING IT HAPPEN!

TIMEFRAME
1-5 Years

LEAD
HCDC

PARTNERS
Levoy Theatre,
RRCA, Leadership
Cumberland County,
CCIA

FUNDING SOURCES
NRTC,
WFRF,
Local and Regional
Foundations,
Inspira

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

City,
Holly City Family
Success Center,
Faith-Based
Organizations

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations

6.3 FORM A CIVIC ASSOCIATION LED BY NEIGHBORHOOD RESIDENTS

Civic or neighborhood associations enable communities to collectively tackle neighborhood issues, launch improvement projects, and serve as a voice to advocate for action with city departments and institutions. Simply put, without a civic organization as a touchpoint, it is harder for police to build trust and working relationships to address the needs of residents, harder for the city to identify improvement projects prioritized by the community, and harder to identify the needs and wishes of neighborhood residents. The Center City neighborhood currently does not have a civic association although in the past there was an active residential organization.

Restarting a Center City civic association would also help organize and support the individual actions of involved community residents. While the 2018 Success Measures Survey showed that more than half of respondents took individual actions

to improve their community, participation rates dropped when respondents were asked about collective actions that can typically have a greater impact, such as volunteering for a neighborhood clean-up.

The plan recommends reforming and supporting a resident-led Center City civic association. The civic association should meet on a monthly basis, include both residents and institutional partners, and be regularly attended by representatives from the City and the Millville Police Department. The civic association can also serve as a cornerstone of plan implementation by helping organize residents and volunteers for community projects and serve as a voice for the community in prioritizing plan implementation actions. To achieve this goal, HCDC and the City will need to build the capacity of residents to assume leadership roles.



Community members and city officials participating in the public open house in February 2019.

Figure 12. Success Measure Summary Results, Civic Engagement



DURING THE PAST YEAR DID YOU PARTICIPATE IN THE FOLLOWING COMMUNITY ACTIVITIES?

Source: Success Measure Survey 2018, Question 6.



While more than half of residents reported taking individual action to improve their community, fewer reported participating in organized group activities such as a community improvement project or resident association to improve their neighborhood.

Source) 2018 Success Measures Survey



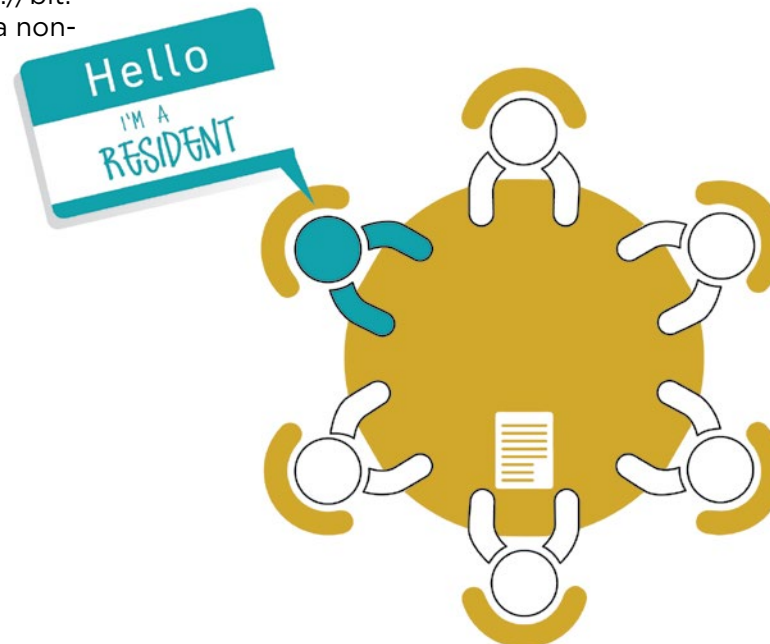
"LEARN TO FIX THAT BROKEN WINDOW - IF YOU PUT LIGHTS OUT THERE, CLEAN IT - IT'S GOOD - BUT YOU NEED THE COMMUNITY OUT THERE DOING IT."
-Public Outreach Participant

6.4

RECRUIT RESIDENTS TO HELP LEAD THE CITY'S ARTS, CULTURAL, & EDUCATIONAL ORGANIZATIONS

Increasing the diversity of non-profit boards can be a low-cost and effective method for broadening the perspectives and life experiences of an organization's leadership. In Millville, where many of the arts and cultural non-profits have only one or two paid staff members, a diverse and inclusive board can be critical to ensuring the organization's leadership has access to a wide range of perspectives on how to address any given issue. [Recent studies](https://bit.ly/2e8tqvX) (https://bit.ly/2e8tqvX) on the impacts of diverse teams on companies and organizations around the world reveal that nonhomogenous teams tend to make smarter decisions, in part because they tend to be better at breaking through entrenched ways of thinking, and are more likely to arrive at fact-based, innovative solutions given the diversity of perspectives and life experiences that each member brings to the table. The National Council of Non-Profits provides a helpful [primer](https://bit.ly/2WOackV) and list of resources (https://bit.ly/2WOackV) on how and why to diversify a non-profit board.

More diverse and inclusive non-profit boards in Millville could help organizations improve the way they reach out and engage with Center City community members and help develop new ideas for programs and services that would connect with a more diverse audience - racially, economically, and in terms of age. Interviews with non-profit leaders in Millville have noted a lack of representation of young adults (typically defined as 18-35), people of color, and people of economically underprivileged backgrounds. Additionally, boards that require or expect financial donations from members could introduce new options for board members to contribute for those with lower incomes. Donations of time to perform volunteer work, for example, could be an effective way to ensure all members contribute in a way that is realistic for them.



MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

RRCA,
Arts & Innovation
Center,
Millville Public Library,
MDC

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations

MAKING IT HAPPEN!

TIMEFRAME

Year 1

LEAD

HCDC

PARTNERS

City,
Holly City Family
Success Center

FUNDING SOURCES

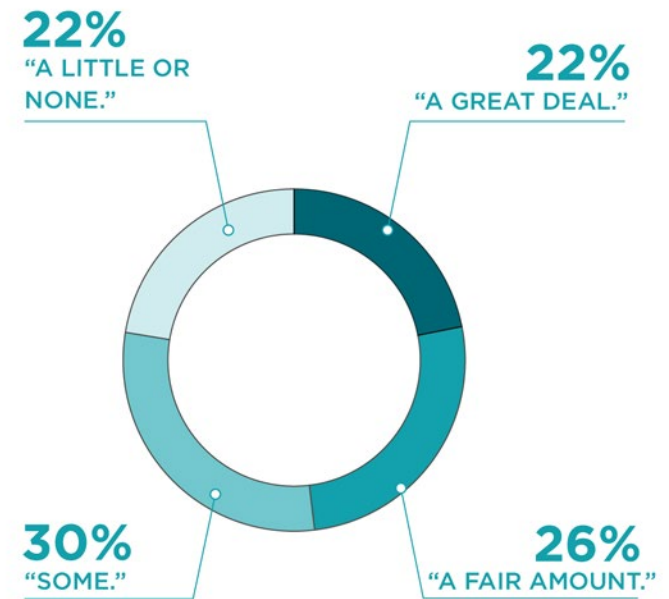
NRTC,
WFRF,
Local and Regional
Foundations

6.5

TEACH RESIDENTS STRATEGIES TO ADVOCATE EFFECTIVELY FOR THEMSELVES & THE COMMUNITY

A key part of advocating for change, for oneself, family, or for their neighborhood, is knowing how to navigate the system. Wealthier communities typically have an easier time navigating school, city, and legal systems given the professional backgrounds of community members and often have the time to attend hearings, meetings, and meet-ups that help effectuate change. The 2018 Success Measures Survey of neighborhood residents found that while 38% of residents say they “agree” or “strongly agree” that they can work together to fix a problem, 25% say they “neither agree/disagree” and 36% say they “disagree” or “strongly disagree”. The plan recommends holding workshops and meet-ups with Center City residents focused on teaching strategies to navigate and use the systems that can improve their lives and their neighborhood. Based on the feedback of important issues throughout this process, workshops could be organized by themes such as crime & safety, code enforcement, the public school system, tenants rights, workplace issues, and community organizing, among others.

★ HOW MUCH OF A POSITIVE DIFFERENCE DO YOU FEEL THAT YOU, YOURSELF, CAN MAKE IN YOUR COMMUNITY?



While nearly a quarter of residents said they feel they can make a “a great deal” of positive difference in the community, an equal amount felt they could make “little or none”.

Source) 2018 Success Measures Survey

6.6

HIRE AN OUTREACH COORDINATOR TO CONNECT RESIDENTS TO THE CITY'S CIVIC ORGANIZATIONS

While the desire to do more community outreach is common among Millville's arts and culture organizations, many simply do not have the time, resources, or staffing necessary to do it well, or do it at all. The majority of these organizations operate with small staffs of 1-2 employees and modest budgets, and alone, have few resources to invest in ongoing community outreach. As such, the plan recommends hiring a dedicated full-time program coordinator to lead engagement opportunities with neighborhood organizations. This would reduce the strain on organizations' limited staff resources while providing a method for these organizations to

improve their outreach capabilities. The coordinator could develop and execute a marketing strategy targeted to a more diverse local and regional audience, and perform regular community outreach in the Center City neighborhood by attending neighborhood meetings and events, meeting with residents, local organizations, and leaders. The coordinator could also develop strategies - new programs, protocols, or advertising methods - to help organizations fine-tune their offerings to be more relevant and interesting to the Center City community.



Diagram showing how an outreach coordinator, someone who has or can build trust and relationships with residents, can work as a bridge to connect neighborhood assets to residents.

MAKING IT HAPPEN!

TIMEFRAME

1-5 Years

LEAD

HCDC

PARTNERS

Levoy Theater,
Arts & Innovation
Center,
RRCA,
Millville Public Library,
Holly City Family
Success Center

FUNDING SOURCES

NRTC,
WFRF,
Local and Regional
Foundations





MAKING IT HAPPEN!



IMPLEMENTATION APPROACH

The Center City Millville Neighborhood Plan was developed under the guidance of the Holly City Development Corporation and the Plan's Steering Committee with the substantial input of residents, the City, community organizations, institutions, youth, and stakeholders committed to the neighborhood's revitalization. The Plan is a guide for neighborhood revitalization with a focus on the next 5 years.

A concentrated effort has been made to plan a set of early, quick-win projects in Year 1 to help build momentum and support for the plan, develop partnerships with key community organizations, and cultivate resident involvement and engagement - essential building blocks to supporting a sustainable implementation team.

The Plan's implementation strategy also builds on four unique strengths uncovered during the planning process:

1. **Actively Engaged Youth:** While the neighborhood currently lacks a formal civic association, youth participants in the SHINE program have proven to be a civically engaged group interested in improving their community and the lives of residents. Few neighborhoods have a similar group of engaged youth, especially beneficial given the high proportion of families in the neighborhood and youth under 18. Strategies in the Plan have been designed to invite engaged youth to the table in planning and implementation.
2. **A Strong Network of Civic & Cultural Organizations:** Unique to many small towns and cities, Millville boasts a successful theater, arts center, public library, fitness center, a brand new community college facility and clay studio, within a 6-block stretch of its downtown. All of these entities bring their own strengths to the table and are eager to work collaboratively on strategies to benefit the Center City neighborhood and improve the lives of its' residents.
3. **A Community of Artists & Arts Organizations:** Millville's early investments in supporting the Glasstown Arts District and the work of local and regional artists enable the Plan's strategies to think boldly around artist/community collaborations to benefit the neighborhood and engage the talents of residents. Murals, pop-up events, after-school programs and creative placemaking efforts were popular ideas that emerged from the public process that are well-suited for implementation with the arts community.
4. **The Strength of Lasting Investments Downtown:** During the planning process, many participants lamented the economic downtown impacting High Street, causing a rise in vacancies and decline in visitors to the Arts District and the Maurice River. The outreach process identified however that these unique infrastructural investments can and should be leveraged in new and creative ways to attract more visitors downtown and cultivate amenities that makes living in Center City special. As such, several strategies in the plan focus on re-activating these spaces through free programming, events, family-friendly activities, and increasing the opportunity for Center City residents, and a more diverse audience, to participate in the cultural and economic life of the Arts District.

Additionally, this planning document is supported by an implementation tool - a deck of cards, each of which shows a plan implementation step - created to facilitate new ideas that emerge in the future to advance the needs and goals identified during the planning process. This will invite continued collaboration and idea generation, and allow the plan to be added to and expanded upon, creating a true living document.

Star icon indicates priority recommendations




1. BUILDING A FUN & HEALTHY COMMUNITY

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

2. LEVERAGING ARTS & ECONOMIC DEVELOPMENT

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

3. CREATING A MARKET FOR HOMEOWNERSHIP AND INVESTMENT

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

4. IMPROVING OUR PUBLIC SPACES

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

5. INCREASING ACCESS TO JOBS & EDUCATION

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

6. INCREASING OPPORTUNITIES FOR CIVIC LEADERSHIP

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

ABBREVIATIONS

HCDC - Holly City Development Corporation
 MDC - Millville Development Corporation
 RRCA - Riverfront Renaissance Center for the Arts
 PAL - Police Athletic League
 DOT - Department of Transportation
 NRTC - Neighborhood Revitalization Tax Credit Program
 NPP - Neighborhood Preservation Program
 WFRF - Wells Fargo Regional Foundation
 NEA - National Endowment for the Arts



APPENDIX

ANALYSIS MAPS

Figure 13. Center City Study Area

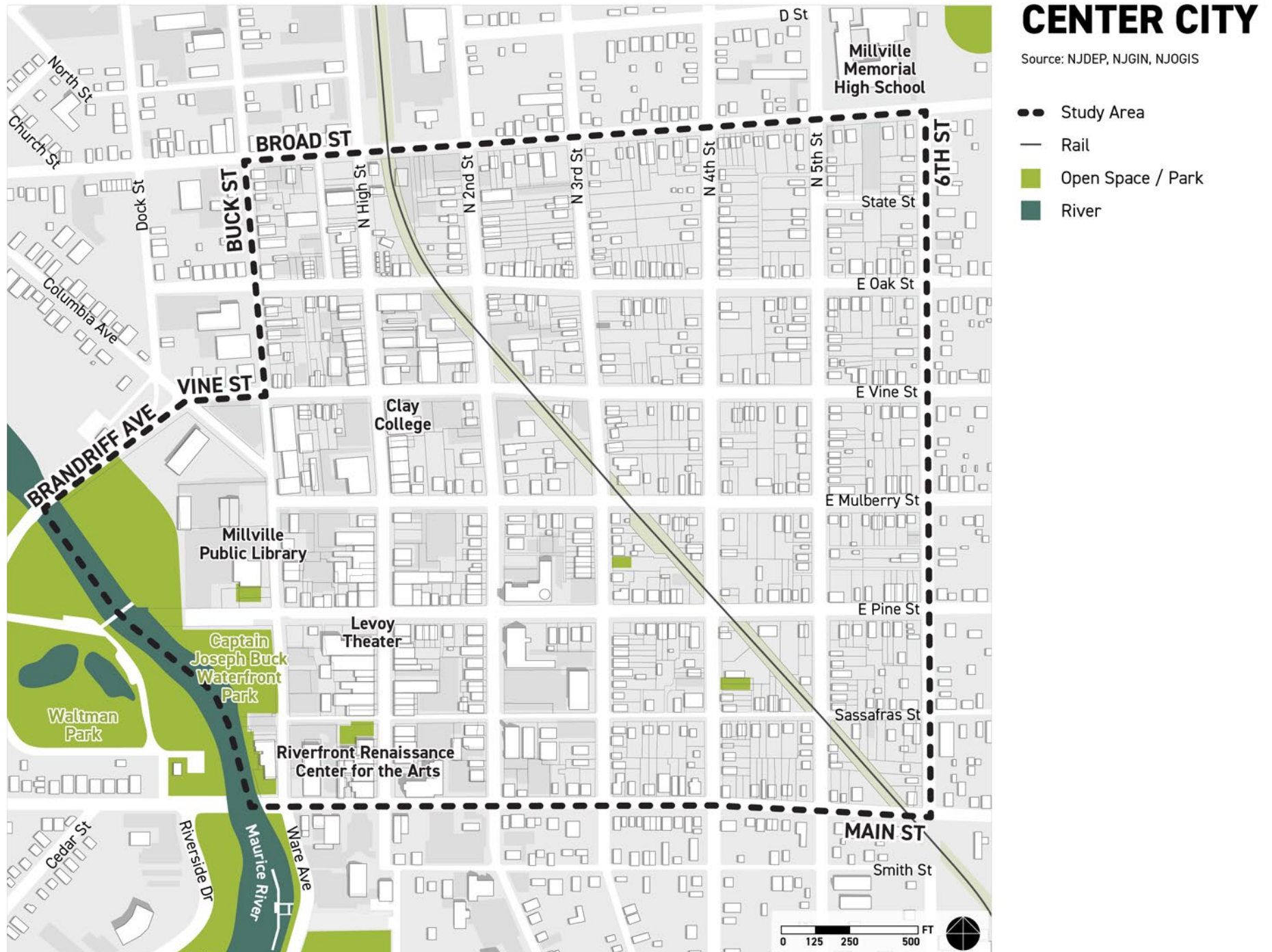
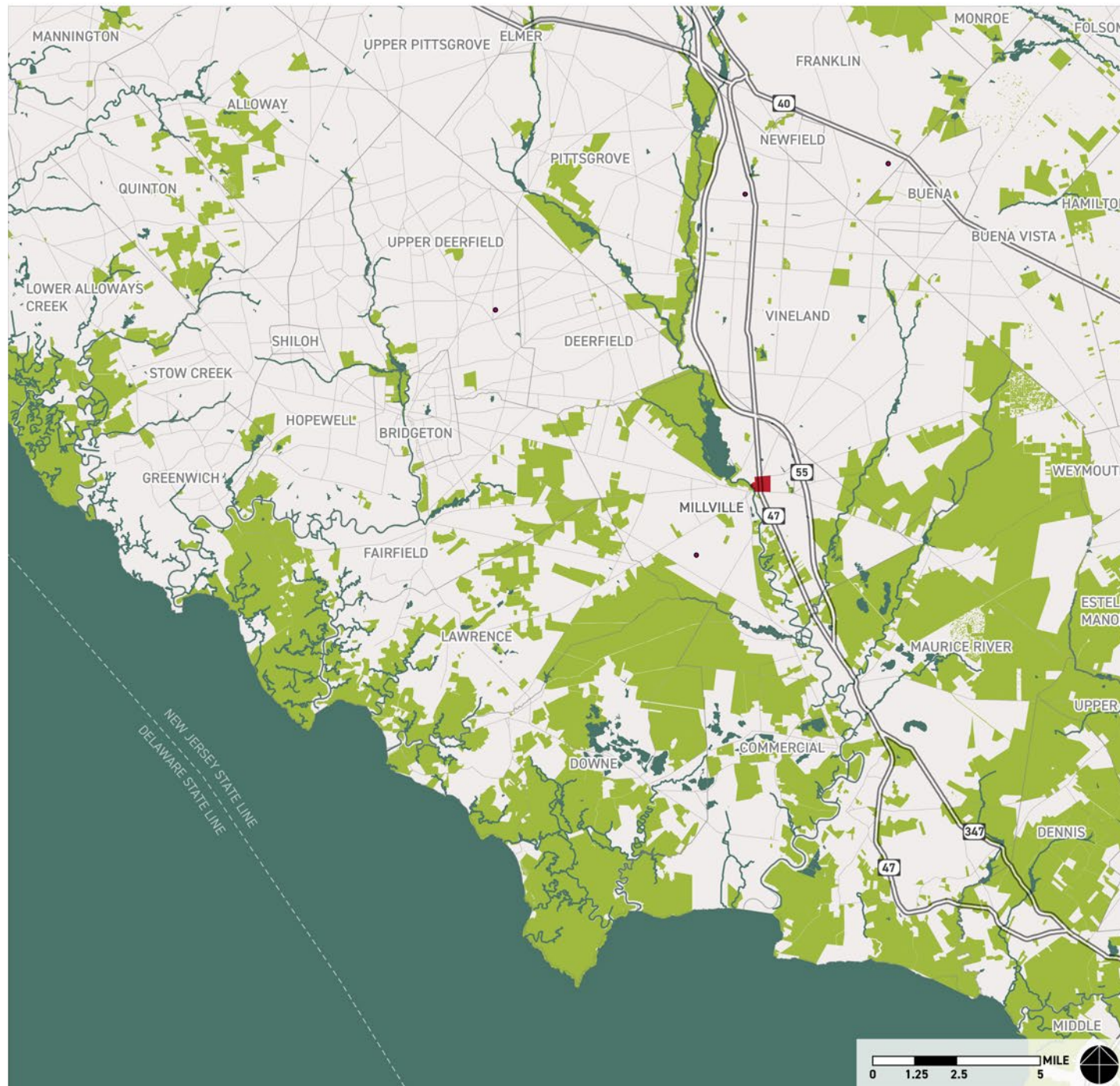


Figure 14. Context



CONTEXT

Source: NJDEP, NJGIN, NJGIS

- Study Area
- Rail
- Open Space / Park
- River

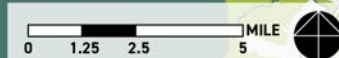


Figure 15. Land Use

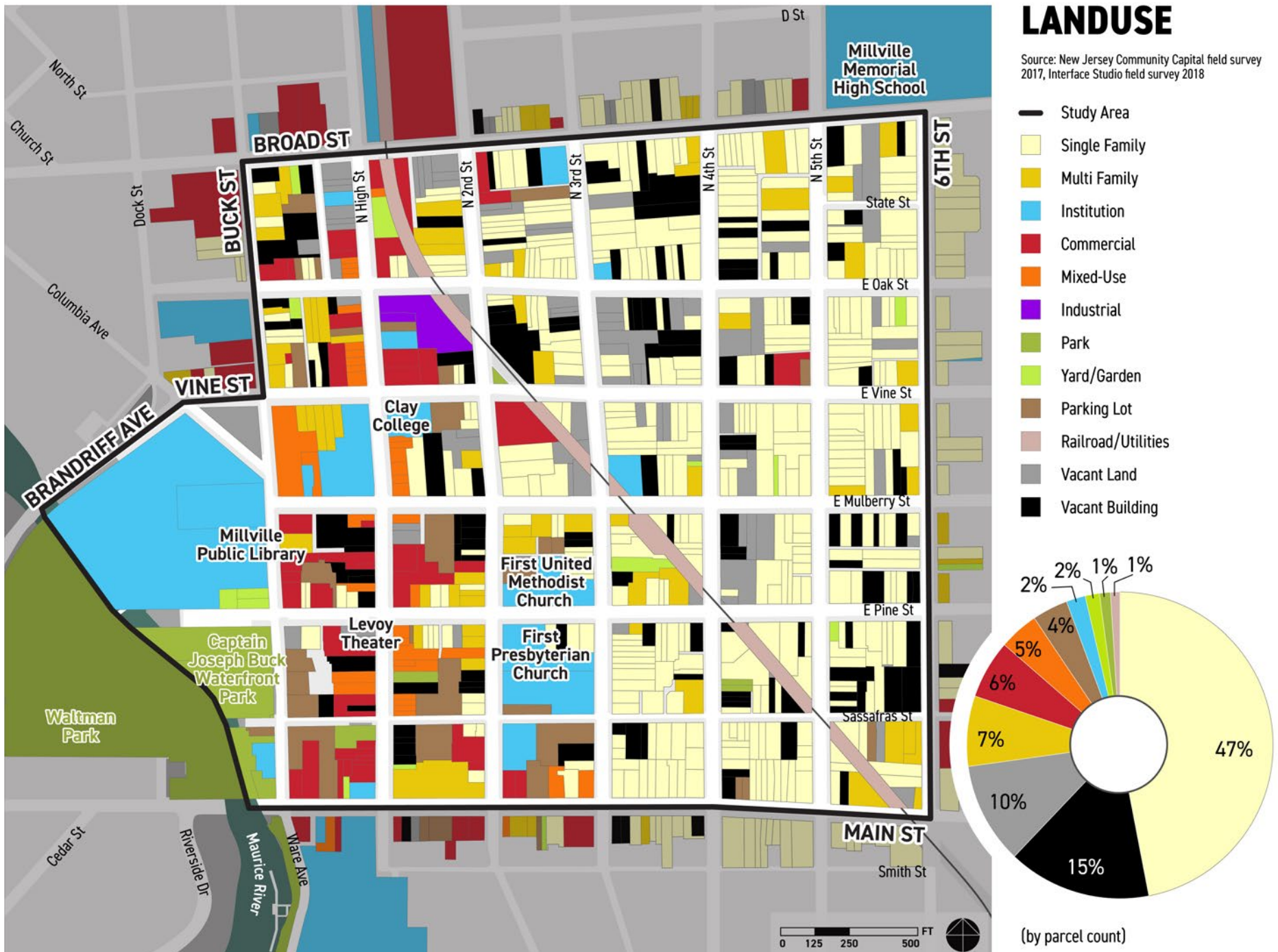


Figure 16. Building Condition

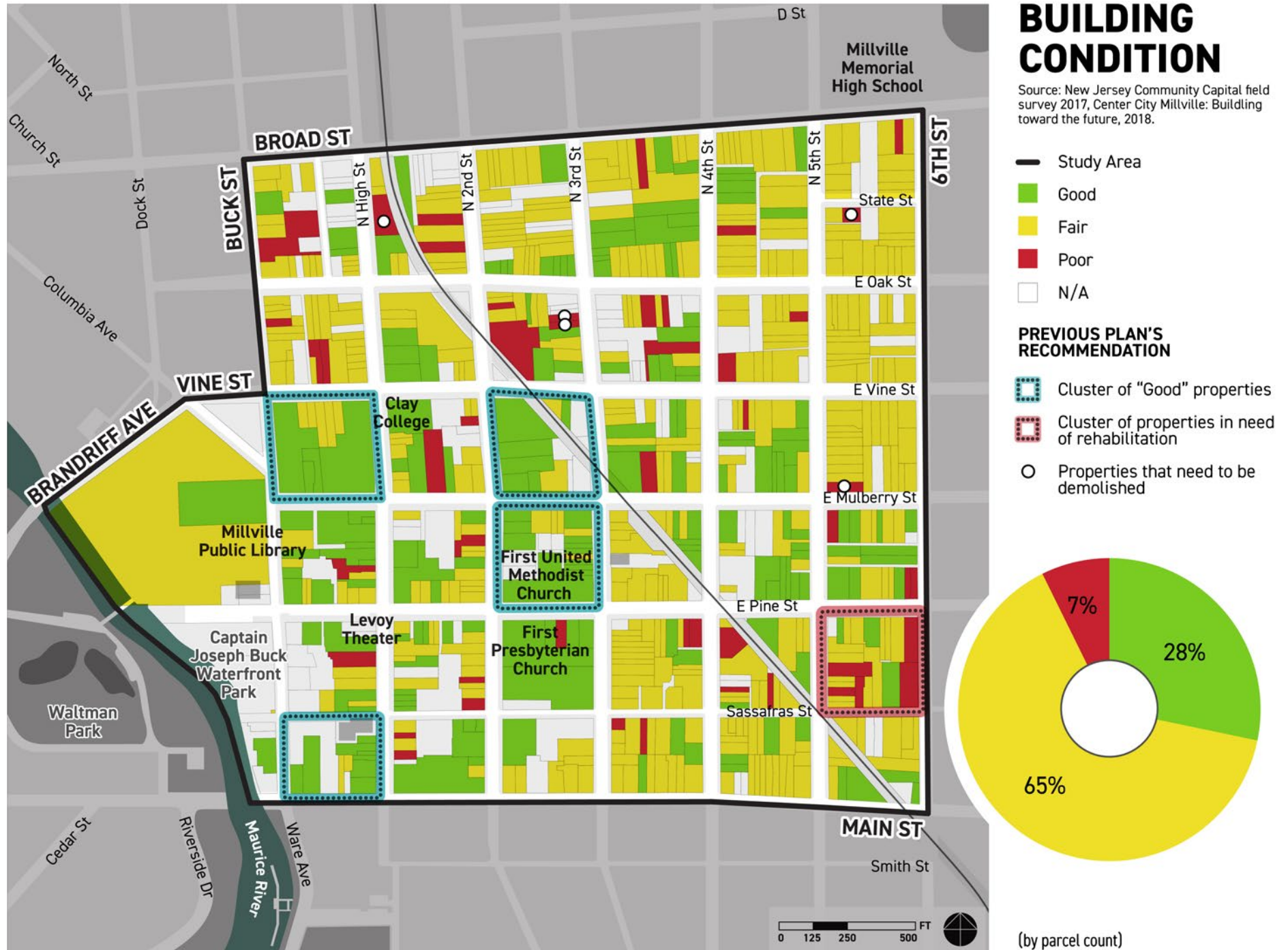
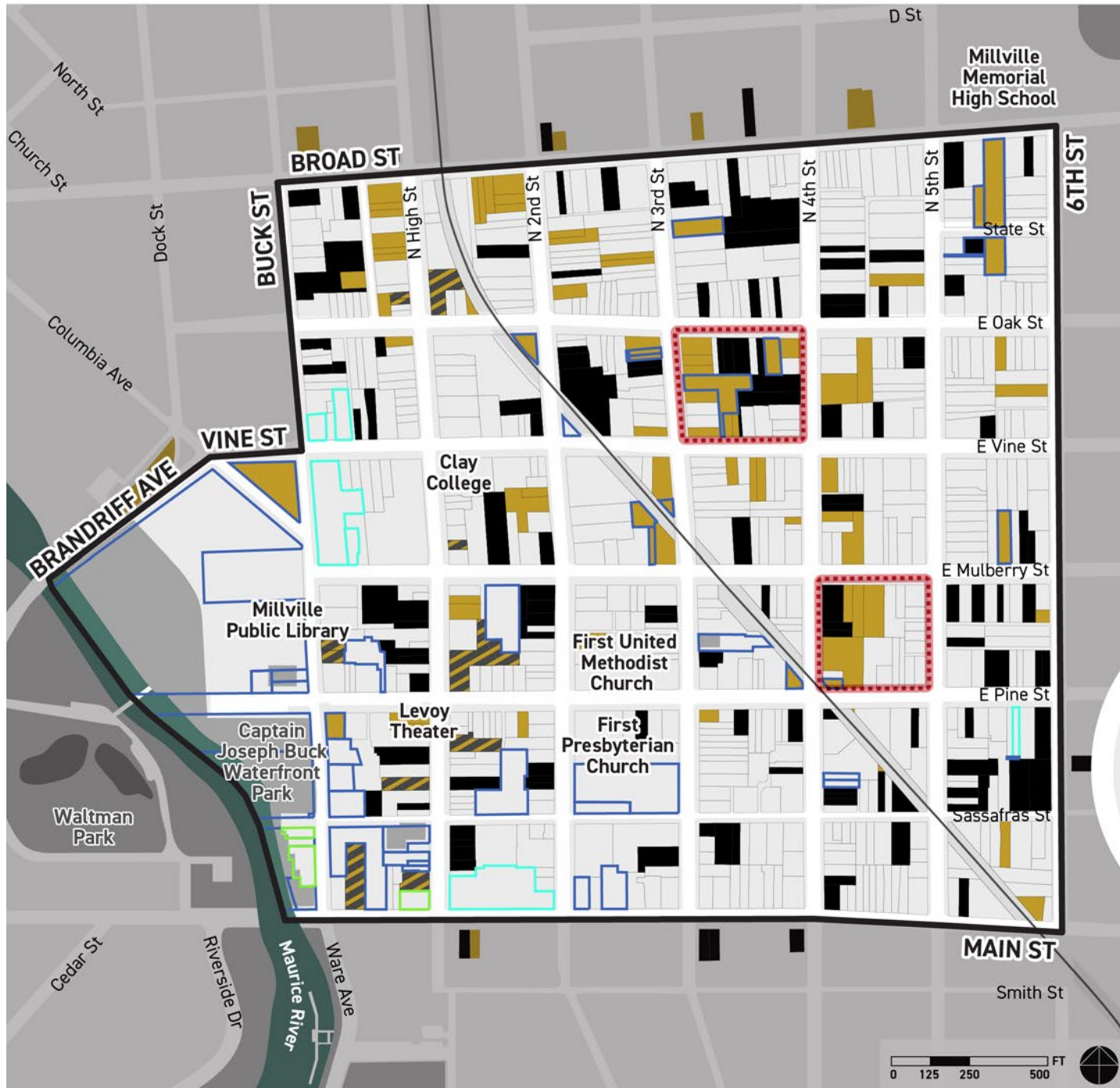


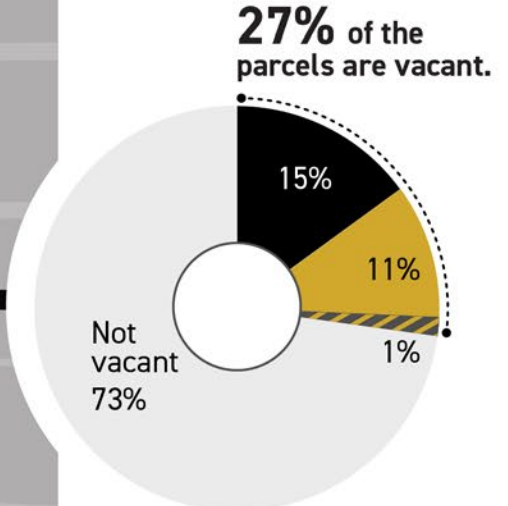
Figure 17. Vacancy



VACANCY

Source: New Jersey Community Capital field survey 2017, Interface Studio field survey 2018

- Study Area
- VACANCY**
- Vacant Land
- Vacant Building
- Partially Vacant Building
- Cluster of Vacant Land
- PUBLICLY-OWNED**
- City
- County
- Housing Authority



90% of vacant parcels are privately-owned.

(by parcel count)



Figure 18. Residential Ownership

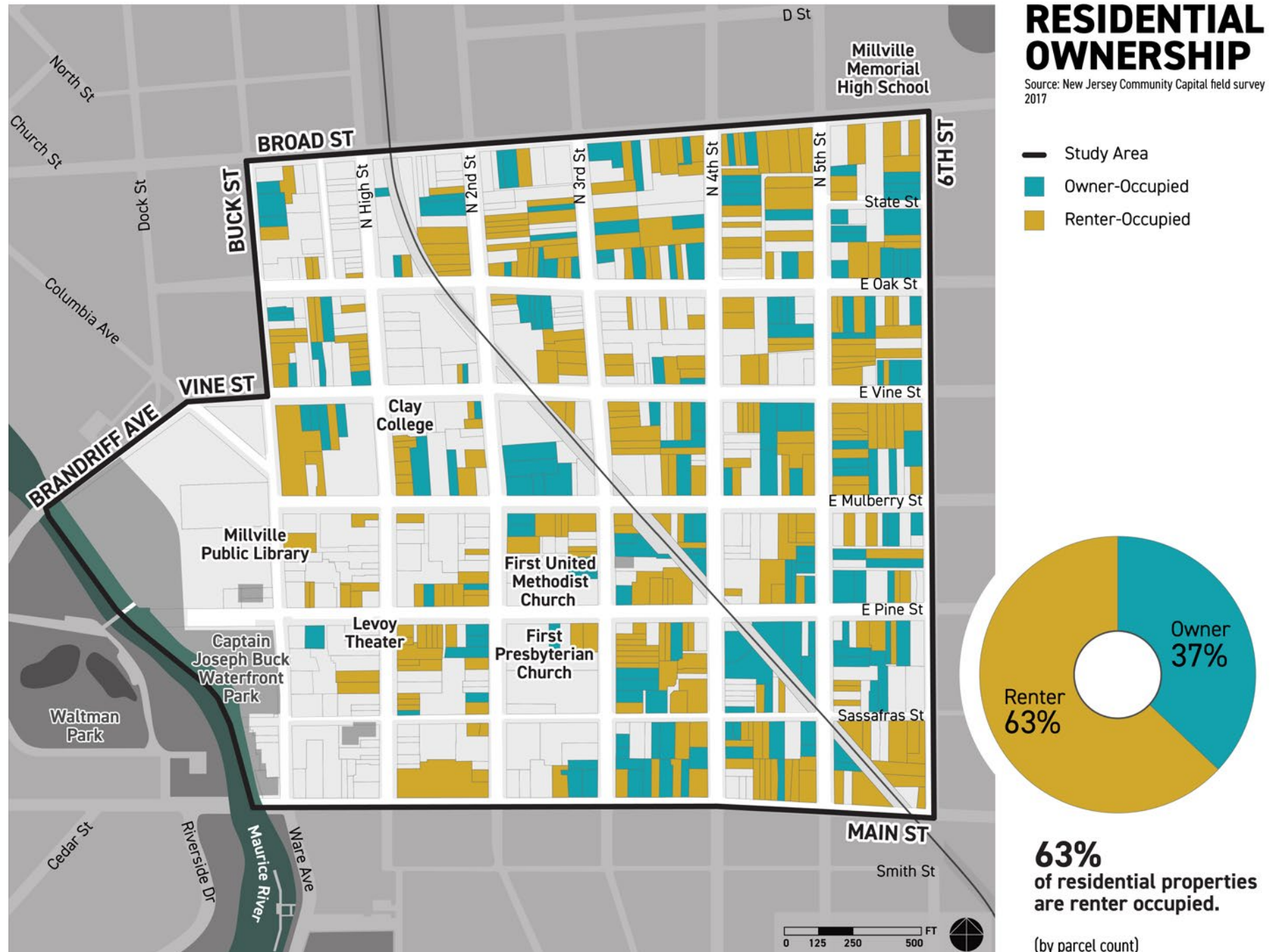


Figure 19. Violent Crime 2014

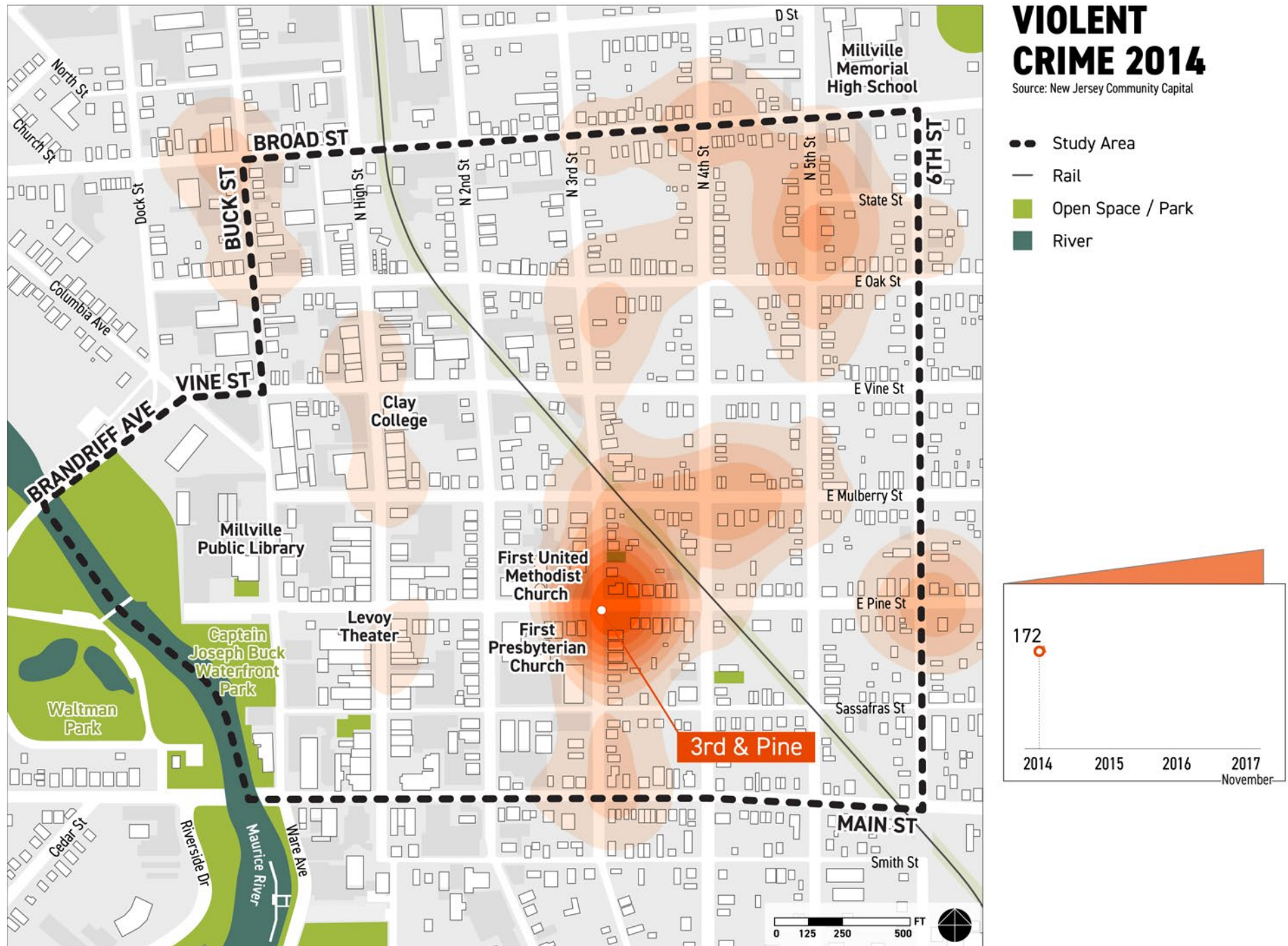


Figure 20. Violent Crime 2015

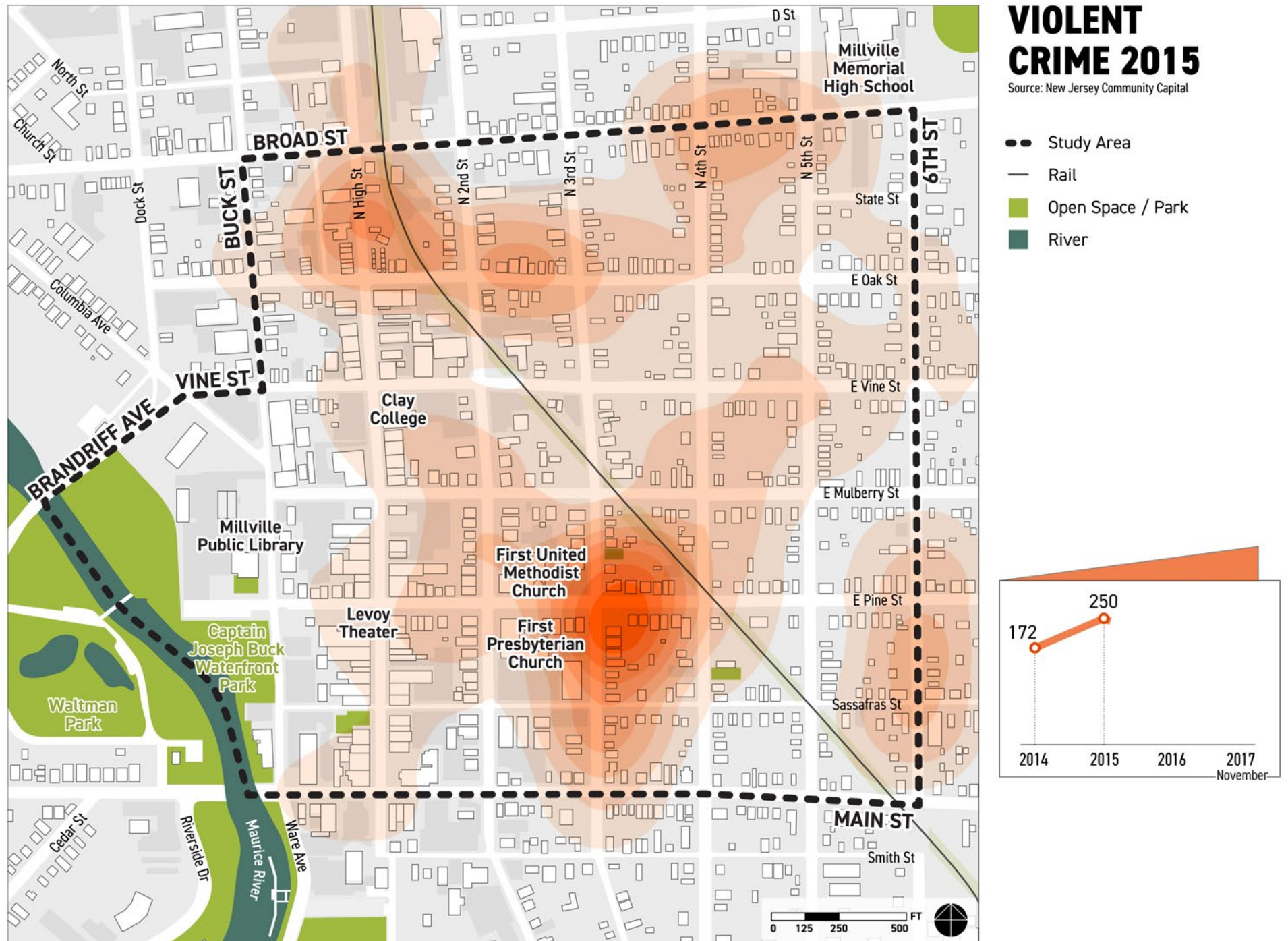
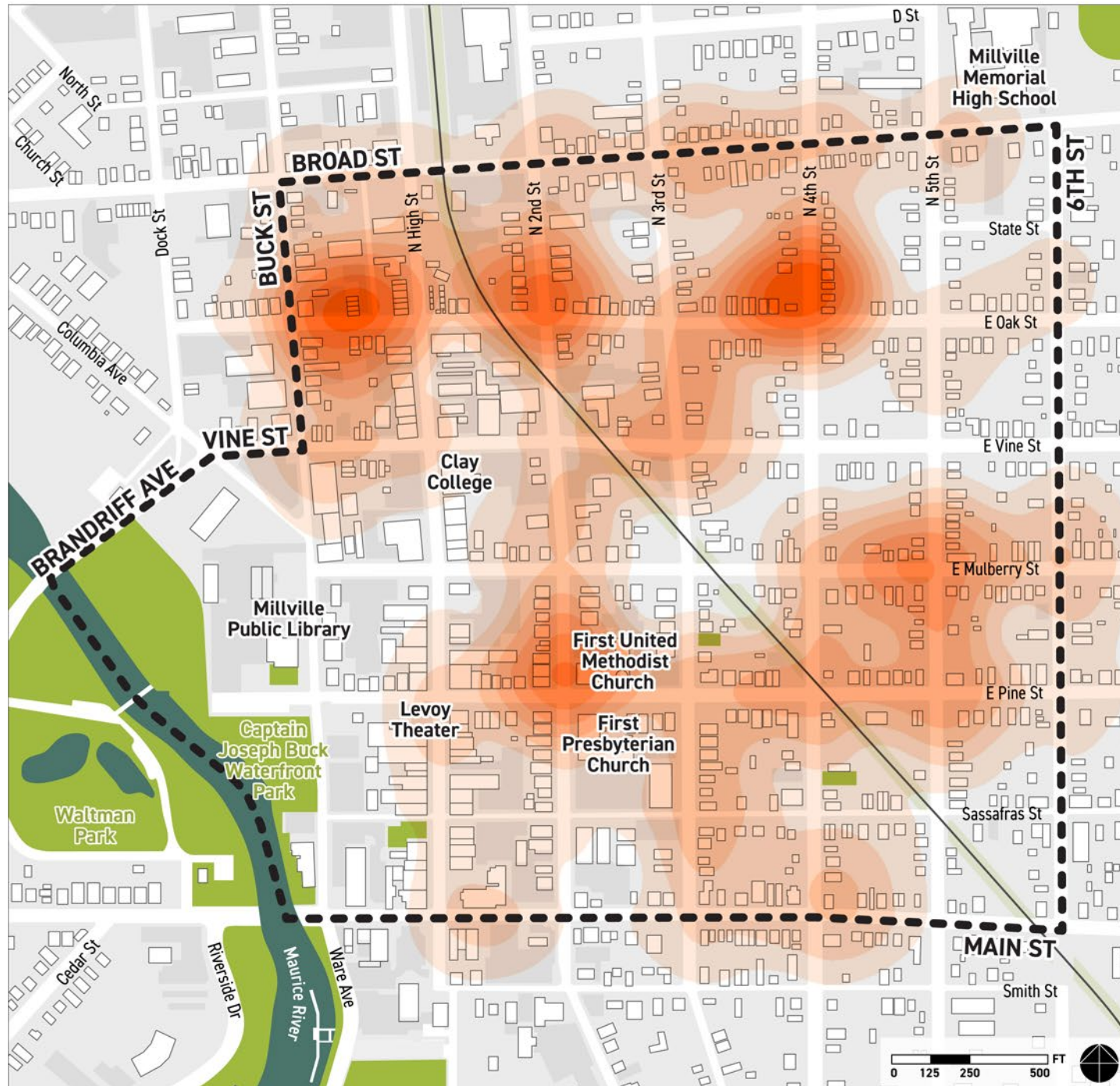


Figure 21. Violent Crime 2016



VIOLENT CRIME 2016

Source: New Jersey Community Capital

-  Study Area
-  Rail
-  Open Space / Park
-  River

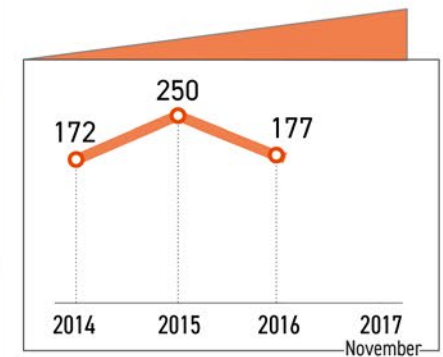
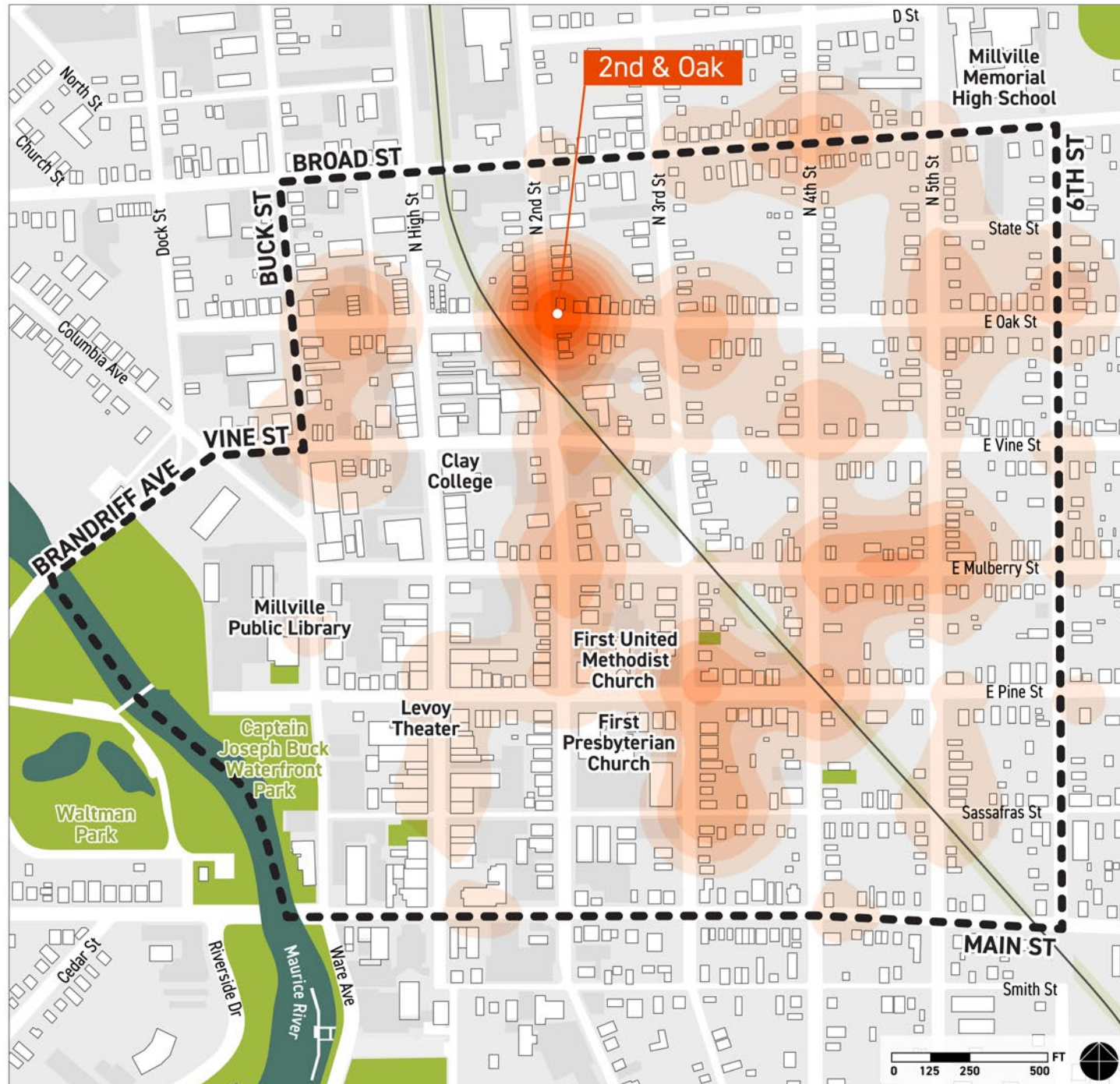


Figure 22. Violent Crime November 2017



VIOLENT CRIME NOV 2017

Source: New Jersey Community Capital

- Study Area
- Rail
- Open Space / Park
- River

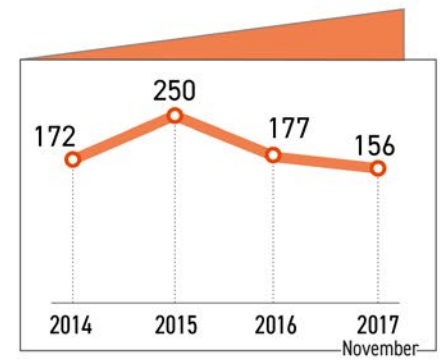


Figure 23. Drug Crime 2014

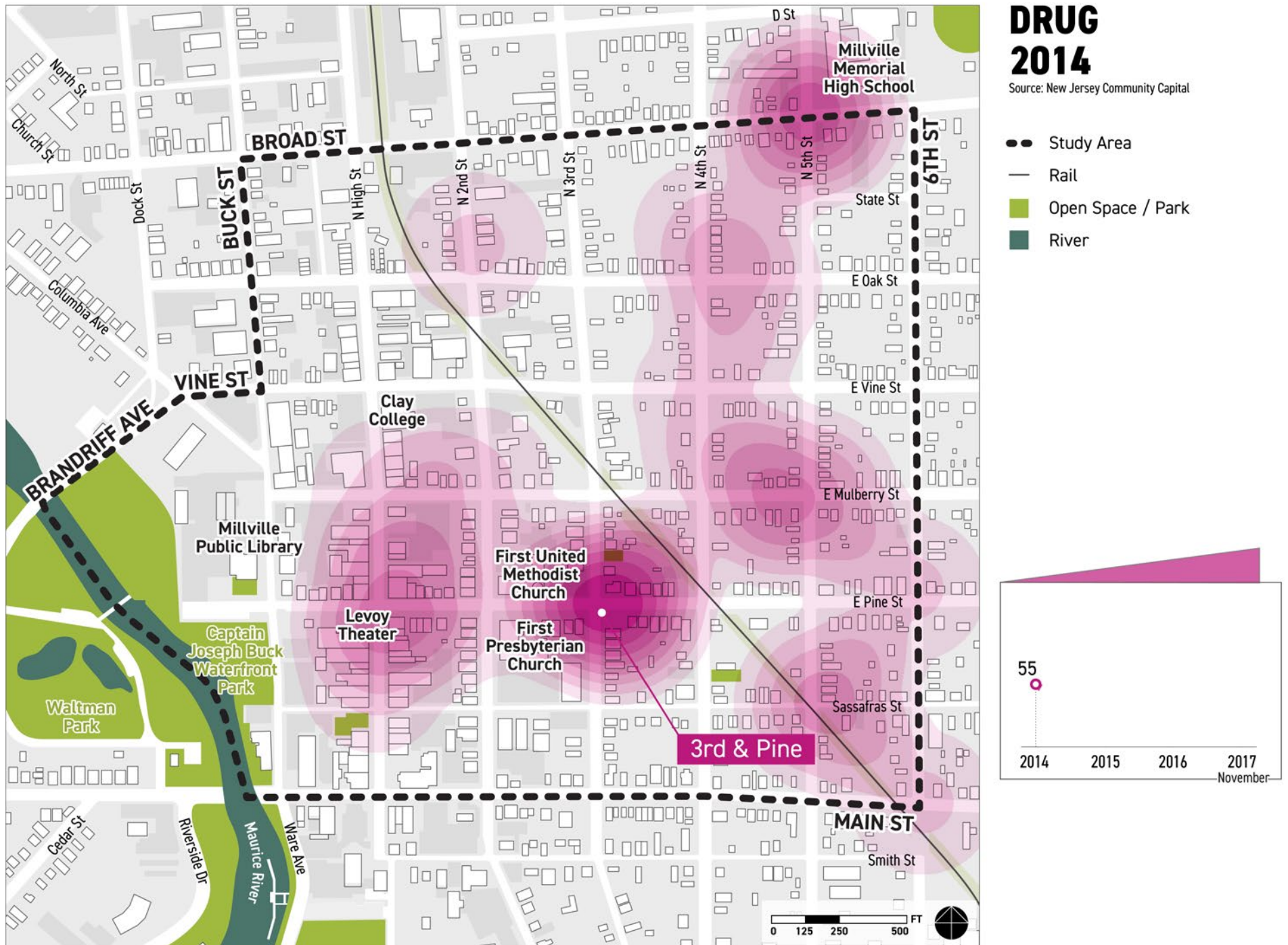


Figure 24. Drug Crime 2015

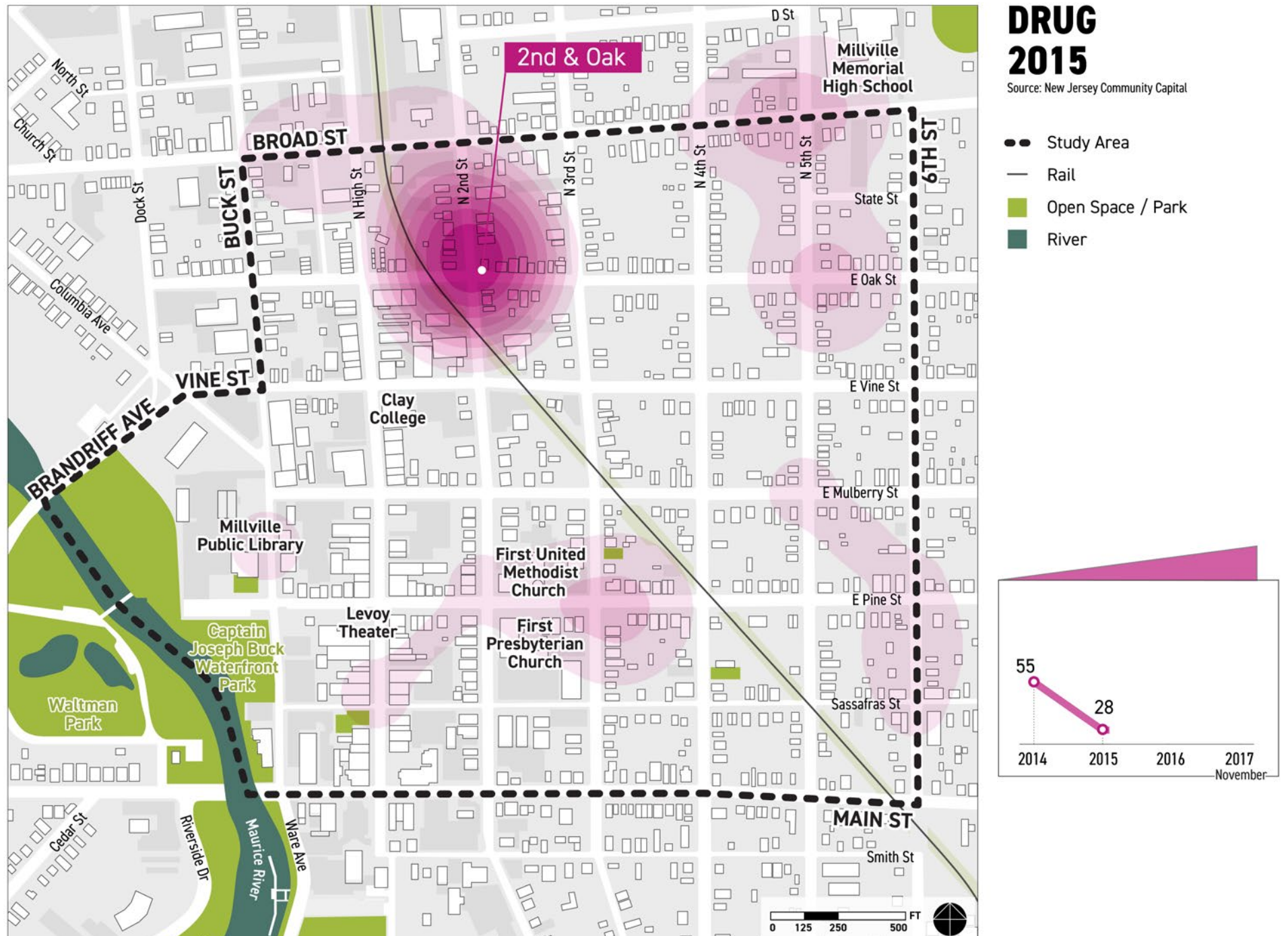
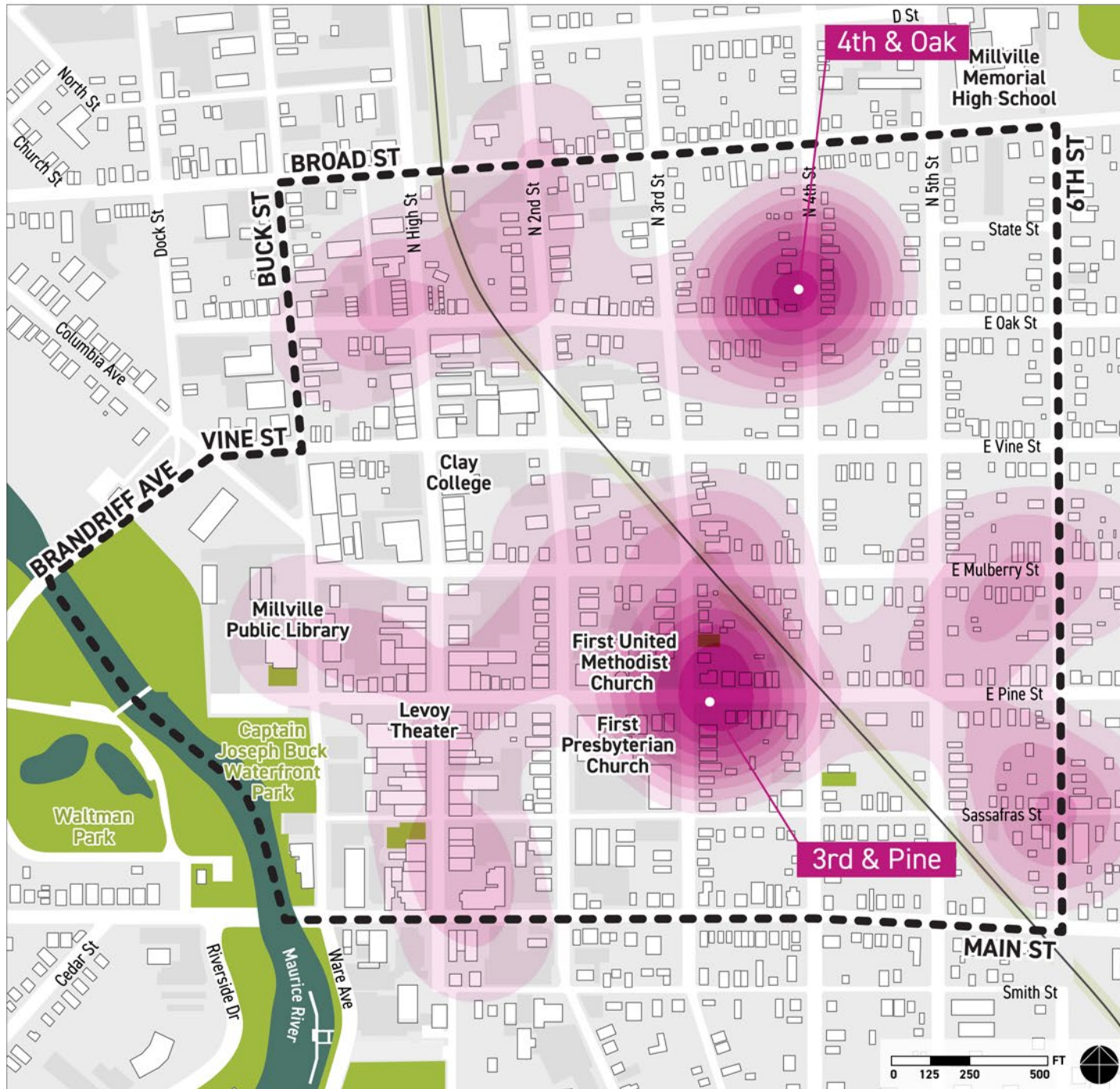


Figure 25. Drug Crime 2016



DRUG 2016

Source: New Jersey Community Capital

-  Study Area
-  Rail
-  Open Space / Park
-  River

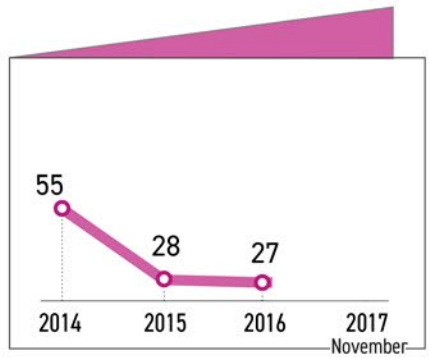
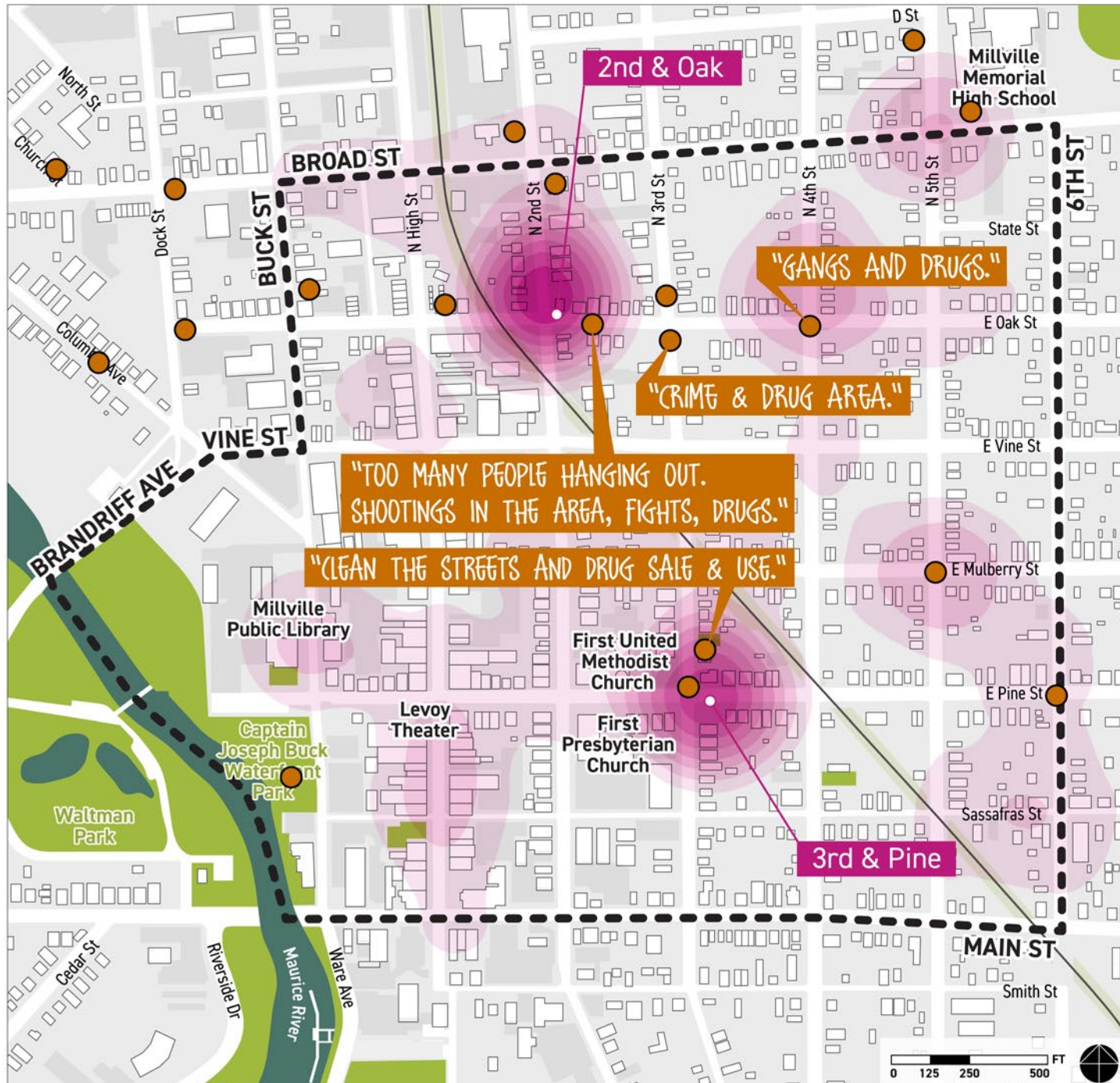


Figure 26. Drug Crime November 2017



DRUG NOV 2017

Source: New Jersey Community Capital

- Study Area
- Rail
- Open Space / Park
- River

PLAYSTREET "WHERE WOULD YOU LIKE TO SEE AN IMPROVEMENT?"

● 26%
Crime & Safety

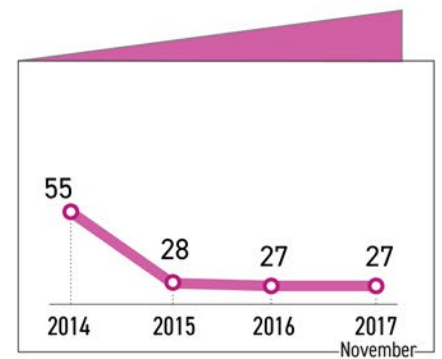


Figure 27. Property Crime 2014

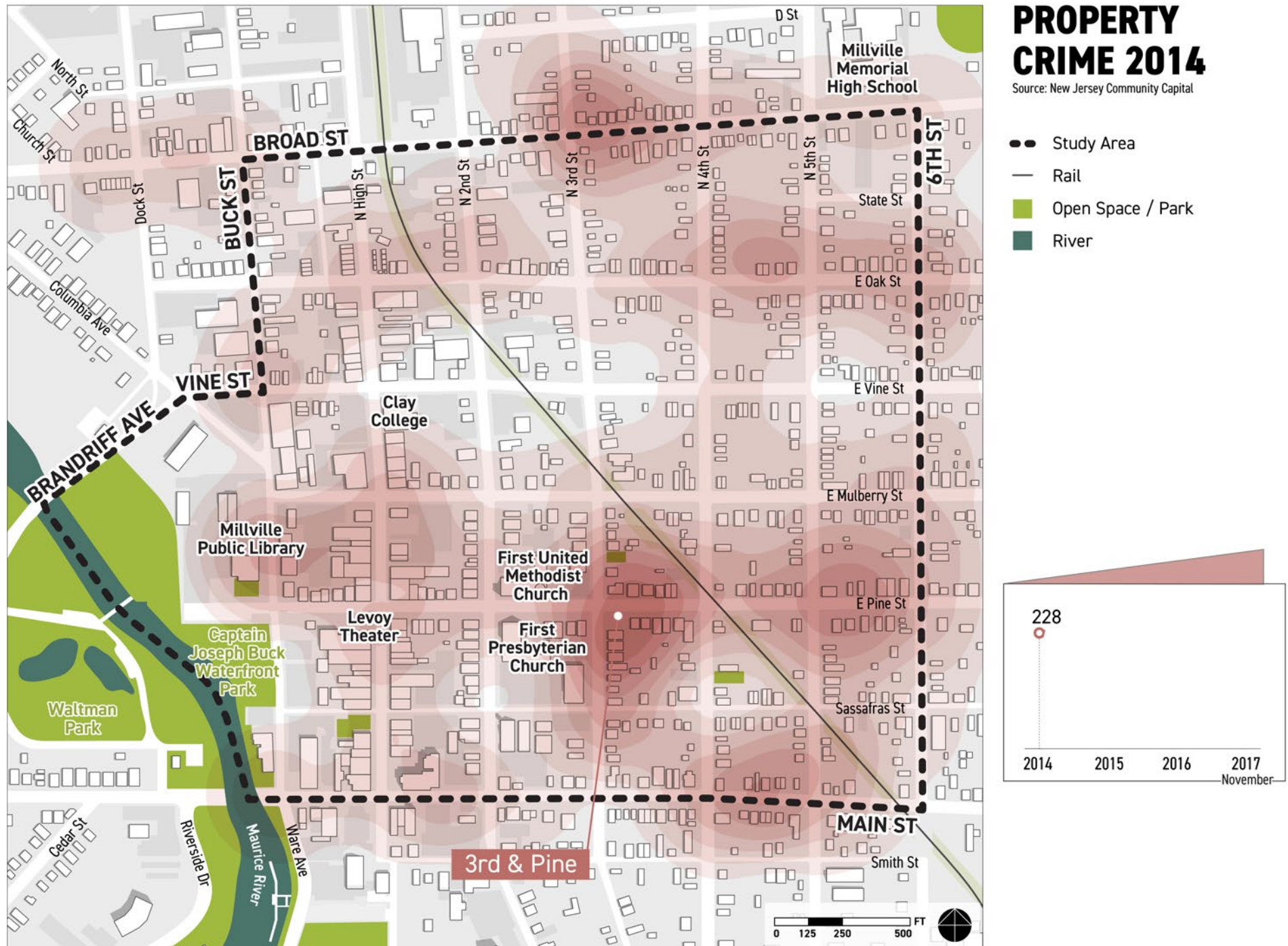


Figure 28. Property Crime 2015



Figure 29. Property Crime 2016

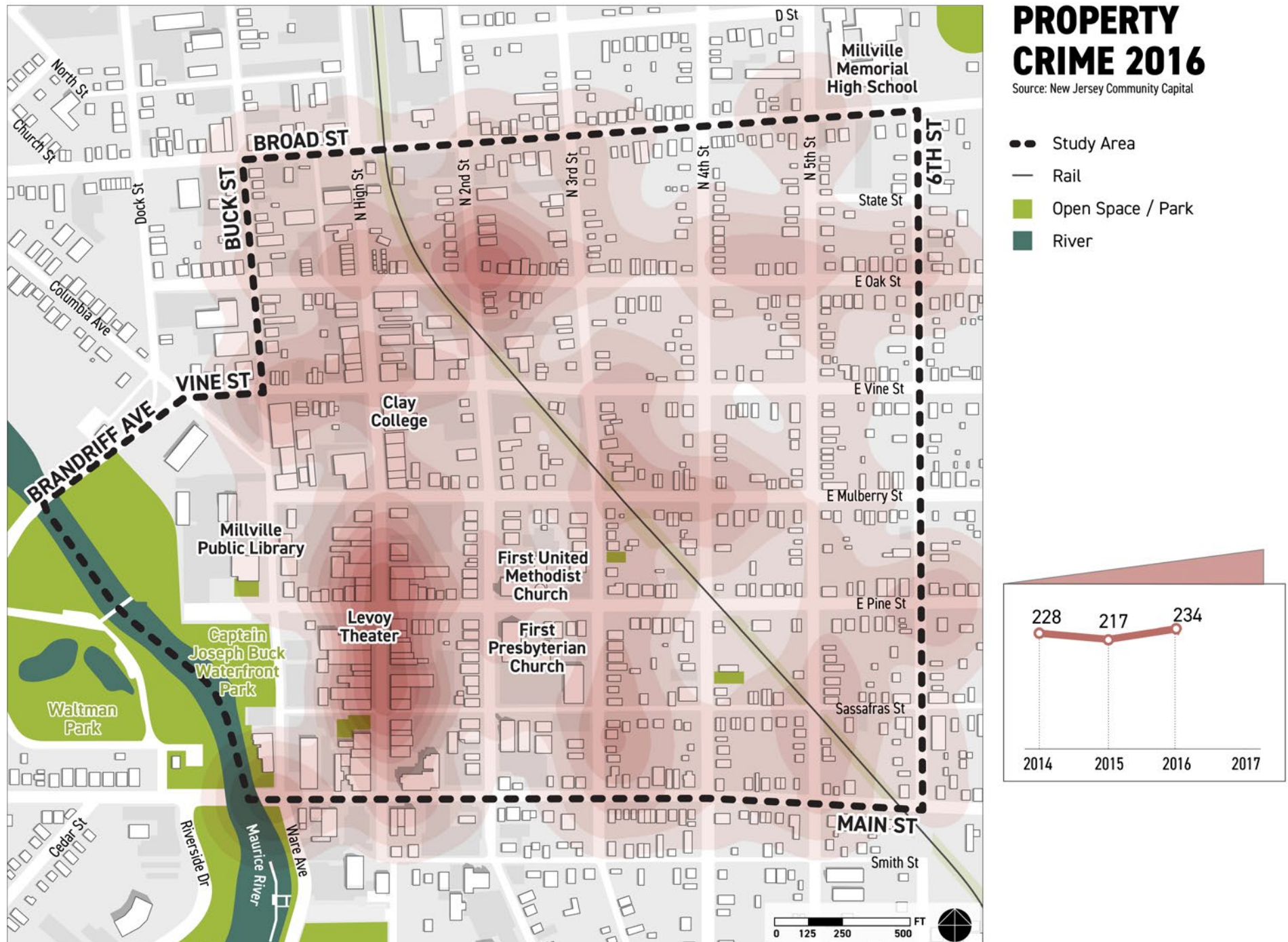
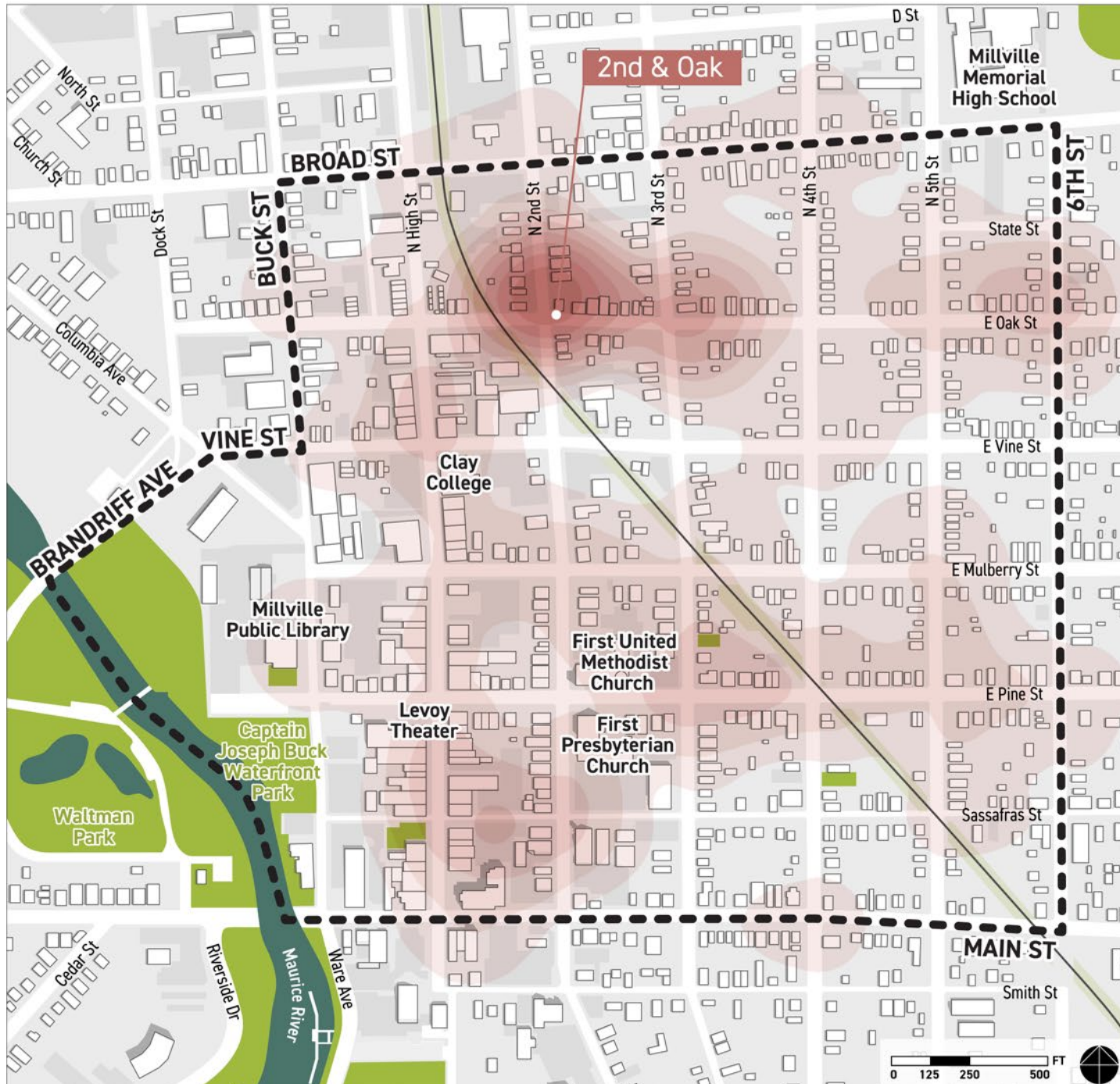


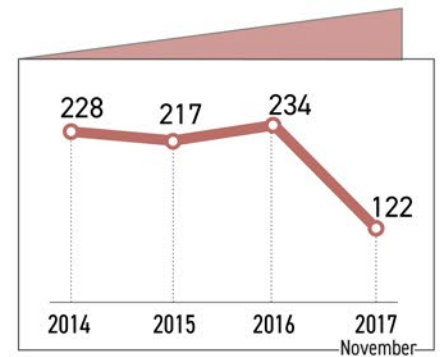
Figure 30. Property Crime November 2017



PROPERTY CRIME NOV 2017

Source: New Jersey Community Capital

-  Study Area
-  Rail
-  Open Space / Park
-  River



PUBLIC OUTREACH

Figure 31. Where Playstreets Participants Live

WHERE PLAYSTREETS PARTICIPANTS LIVE

227 COMMENTS RECEIVED

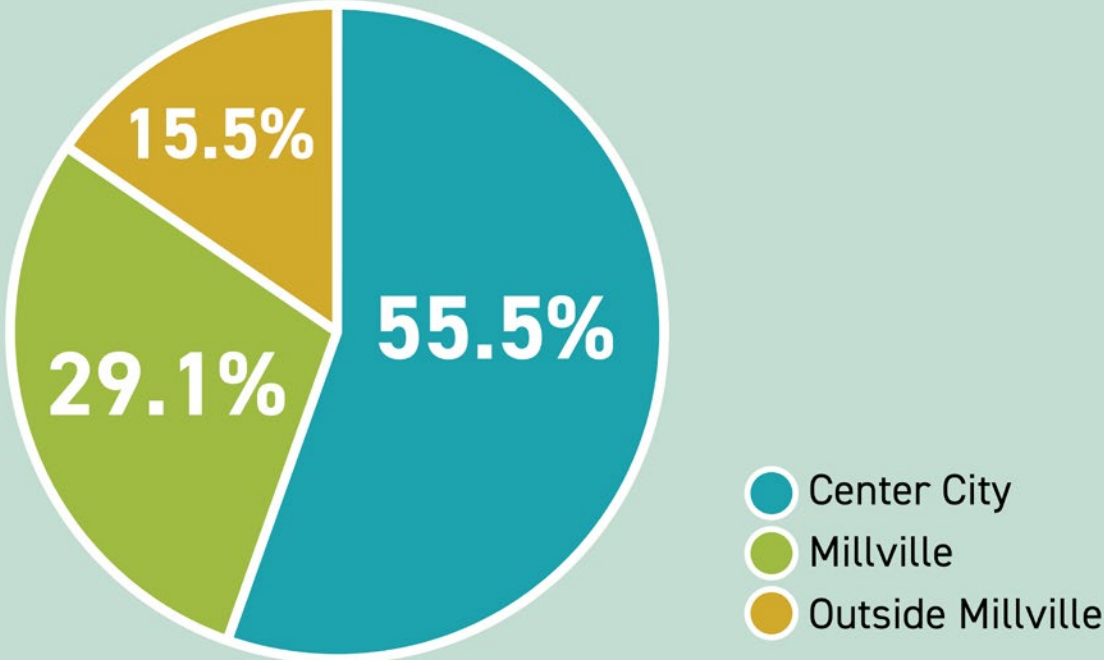


Figure 32. Where should an improvement be made? (All Responses)



Figure 33. Favorite places in the community (Cleanliness)

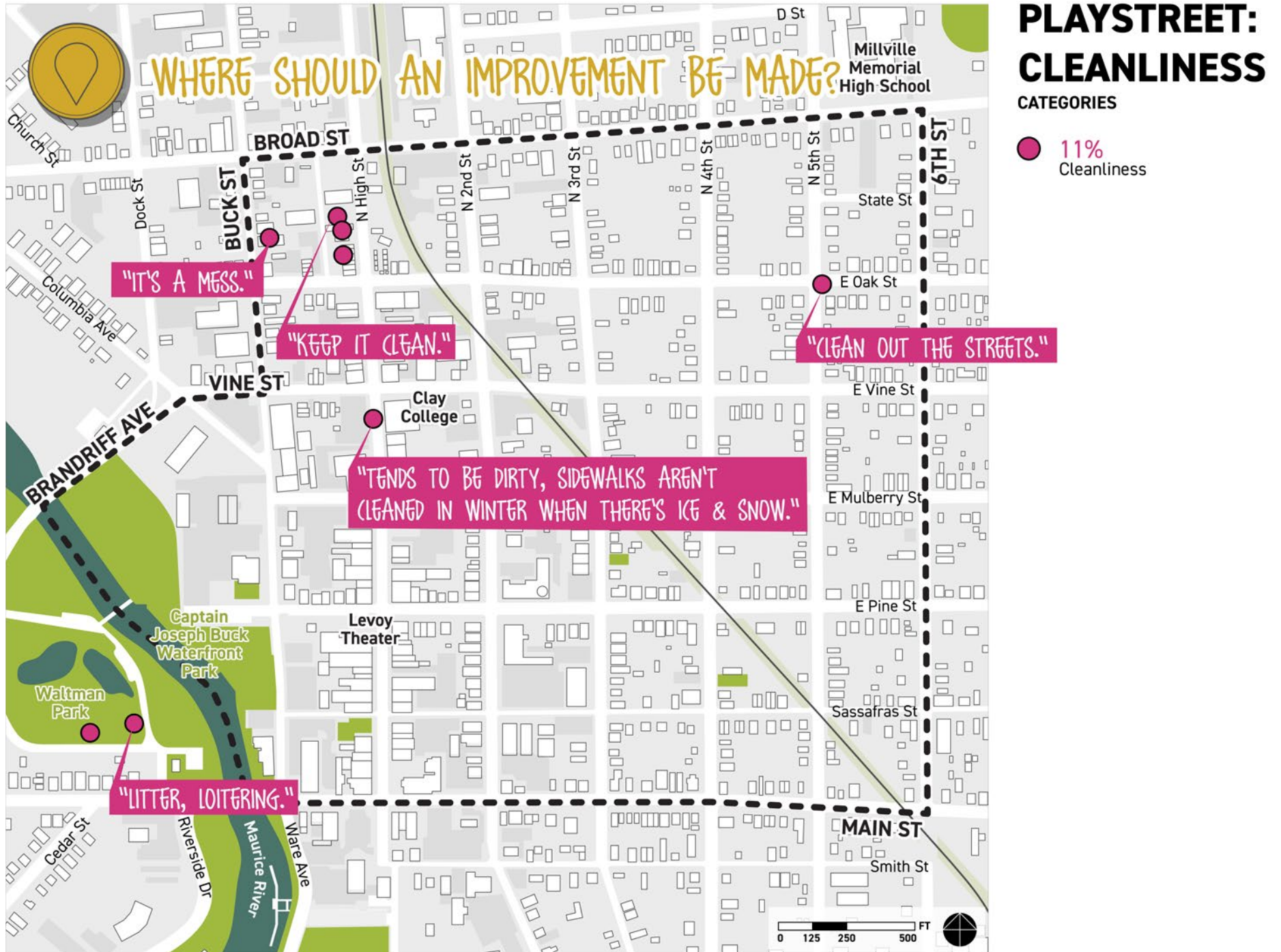
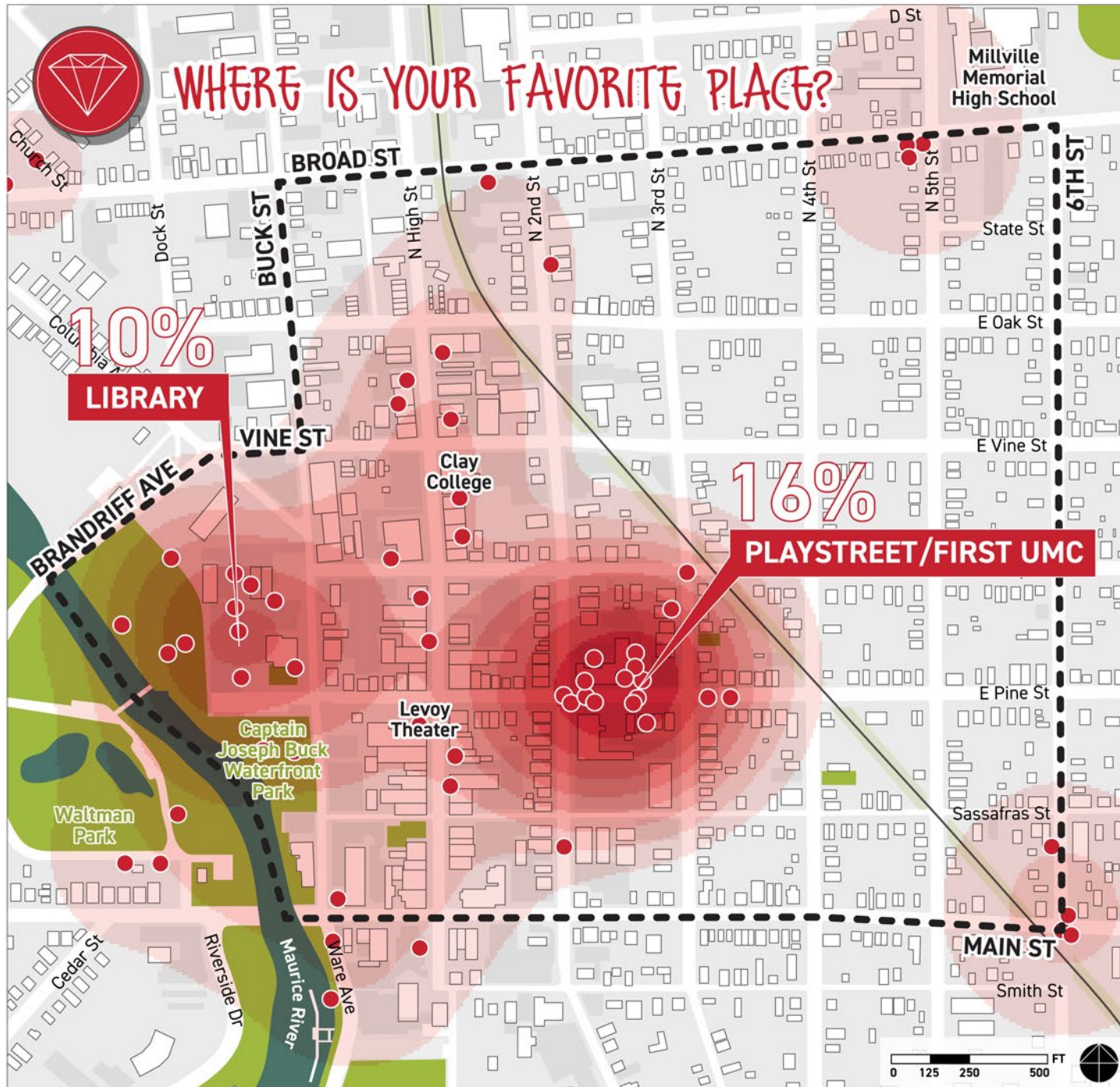


Figure 34. What is your favorite place in the community?



PLAYSTREET

(Total: 83 participants)

PLAYSTREET/ FIRST UNITED METHODIST

"BECAUSE OF SHINE.
THEY CARE ABOUT US."

"IT'S SAFE AT CHURCH.
CHURCH KEEPS THE KIDS OUT
OF STREETS."

LIBRARY

"I TAKE MY GRANDDAUGHTER
TO PLAY AND READ.
WE CROSS THE RIVER
TO THE PLAYGROUND."

Figure 35. Playstreets Outreach Theme, Overwhelm the Negative with the Positive

THEME 1: We have challenges, but when this community comes together, anything is possible.

"SOMETHING AWESOME ABOUT MY NEIGHBORHOOD IS THAT WHEN THINGS LIKE PLAYSTREETS HAPPEN, EVERYBODY COMES TOGETHER AND CONTRIBUTES".



THEME 2: Public spaces matter

"THE NEIGHBORHOOD IS AWESOME BECAUSE I HAVE A LOT OF FRIENDS IN THIS AREA AND WE PLAY AROUND THIS AREA. SOMETIMES WE PLAY ON THE CHURCH LAWNS, SOMETIMES WE PLAY IN THE PARKING LOT BEHIND THE BOARD OF EDUCATION".



"IF MY CITY WON THE LOTTERY, I WOULD LOVE FOR THEM TO BUILD A REC CENTER. BASKETBALL COURTS, COMPUTER CENTER, A SWIMMING POOL - SOMEWHERE SAFE WHERE THE KIDS COULD GO AND ENJOY THEIR FREE TIME".



THEME 3: Visible signs of care, big & small

I WOULD MAKE A DAY WHERE EVERYBODY COMES OUT AND CLEANS UP THE TRASH IN THE STREET".



"I WOULD CLEAN-UP THE TRASH IN THE NEIGHBORHOOD, DO CHARITY AROUND THE NEIGHBORHOOD, AND DONATE MONEY TO PEOPLE IN NEED".

Figure 38. Public Forum 2 Activity Results



WE ASKED, WHICH OF THESE IDEAS WOULD YOU LOVE TO SEE HAPPEN IN YOUR NEIGHBORHOOD?

(Total Responses: 445)

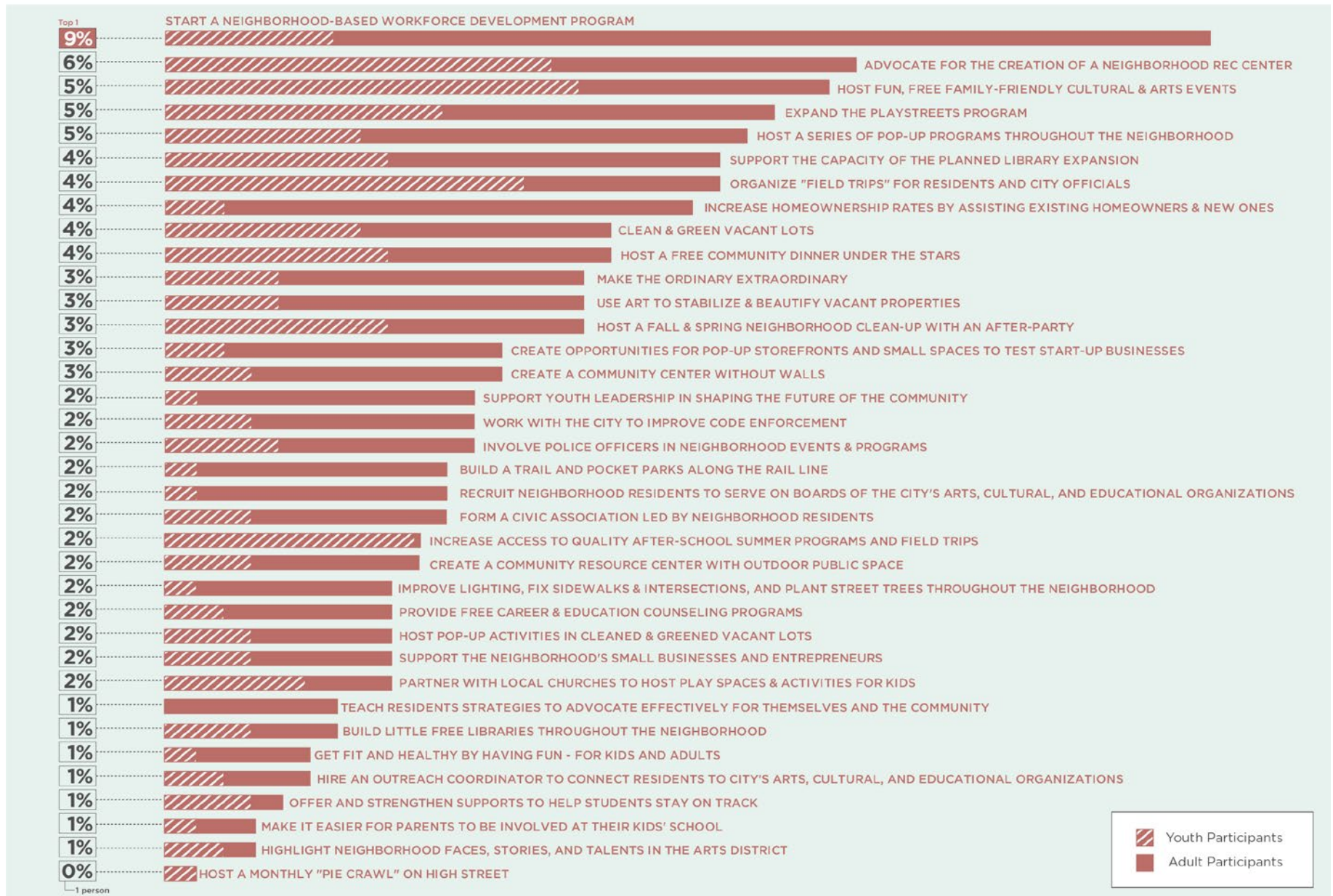


Figure 39. Public Forum 2 Activity Top 5 Results



WE ASKED, WHICH OF THESE IDEAS WOULD YOU LOVE TO SEE HAPPEN IN YOUR NEIGHBORHOOD?

(Total Responses: 445)

HERE ARE THE TOP 5!

1

START A NEIGHBORHOOD-BASED WORKFORCE DEVELOPMENT PROGRAM



2

ADVOCATE FOR THE CREATION OF A NEIGHBORHOOD RECREATION CENTER



3

HOST FUN, FREE FAMILY-FRIENDLY CULTURAL & ARTS EVENTS TO BRING REGIONAL & NEIGHBORHOOD VISITORS DOWNTOWN



4

EXPAND THE PLAYSTREETS PROGRAM

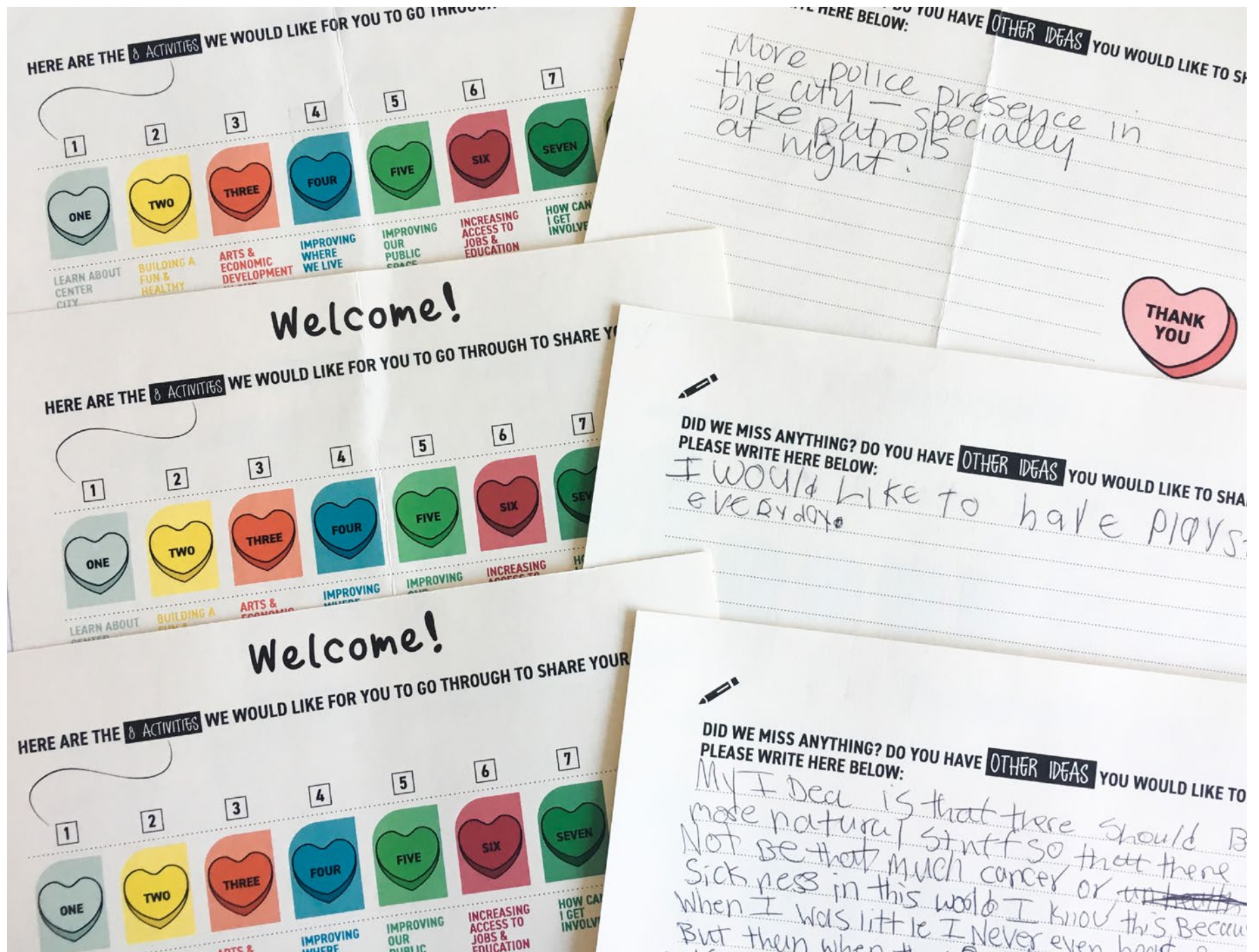


5

HOST A SERIES OF POP-UP PROGRAMS THROUGHOUT THE NEIGHBORHOOD



Figure 40. Sample of comment cards received from the 2nd public open house



SUCCESS MEASURES SURVEY

Figure 41. Success Measure Survey Questions

Wells Fargo Regional Foundation: Community Survey

(Updated 2018)

1. Survey taker
2. Respondent address
3. Subsection of neighborhood, if appropriate

Please answer the following questions about the neighborhood or community in which you live. When we use the word "community," we are referring to (show map of neighborhood).

4. How long have you lived in this community?

(Length of residency to be asked in the above open-ended fashion; at data entry it will be entered both as the open-ended response and by category.)

Years	
Months	

5. Do not ask this question; answers will be categorized during data entry.

How long have you lived in this community?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- More than 30 years

6. Which of these was the Major reason you decided to live in this community?

- To live near family or friends
- To be close to work
- Accessibility of amenities, such as community centers and stores
- Proximity to public transportation
- Schools for my children
- Access to job opportunities
- Safety in the community
- Affordability of housing
- Born here
- No choice/nowhere else to go
- Something else : _____

7. Overall, considering everything, how satisfied would you say you are living in this community?

- Very satisfied

- Satisfied
- Dissatisfied
- Very dissatisfied

8. Right now, how likely are you to recommend this community to someone else as a good place to live?

- Definitely would recommend
- Probably would recommend
- Probably would not recommend
- Definitely would not recommend

9. If you had the choice, would you continue to live in this community?

- Yes
- No

10. Please tell us why you feel this way.

Next, we'd like to know in what ways, if any, you are involved in the community.

11. During the past year did you participate in the following community activities?

Activities	Yes	No	Not applicable
Participated in a community, resident, or tenant association	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteered to help others in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participated in a community improvement project, such as a clean-up, community gardening, or other beautification effort	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supported local business events, such as a sidewalk sale or "shop local" day <i>Third Friday</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participated in an organized community social event, such as a festival, block party, or other celebration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supported a local political organization, candidate, or ballot initiative	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participated in an advocacy group, such as a school parent-teacher association, environmental organization, or labor union	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personally took action to improve the community, such as reporting a hazard or contacting authorities about an incident	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We are also interested in the ways in which other residents are involved in the community.

12. How likely do you think it is that people in this community would help out in the following situations?

	Very likely	Likely	Somewhat likely	Not very likely	Not at all likely

You needed a ride somewhere	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
You needed a favor, such as picking up mail or borrowing a tool	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An elderly neighbor needed someone to periodically check on him or her	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A neighbor needed someone to take care of a child in an emergency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

13. If something is wrong in my neighborhood, I know that the people who live here will try to fix it.

- Strongly agree
- Agree
- Neither agree/disagree
- Disagree
- Strongly disagree

14. How much of a positive difference do you feel that you, yourself, can make in your community?

- A great deal
- A fair amount
- Some
- A little or none

Now, please tell us a little about different aspects that impact quality of life in the community.

15. How would you rate each of the following aspects of this community?

	Very good	Good	Fair	Poor	Very poor
Cleanliness of the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical condition of homes in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Physical condition of streets, sidewalks, and public spaces in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Safety in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Friendliness of neighbors in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of public services in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety of goods and services available for purchase in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to employment centers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Affordability of homes or apartments in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Next, we have a few questions about safety in the community.

16. How safe would you say you feel walking in the community during the day time?

- Very safe
- Somewhat safe
- Somewhat unsafe
- Very unsafe

17. How safe would you say you feel walking in the community at night?

- Very safe
- Somewhat safe
- Somewhat unsafe
- Very unsafe

Now, we'd like to know about how you think the community has changed in the past three years.

18. Compared to three years ago, how has this community changed overall?

- Improved a lot
- Improved some
- Stayed about the same
- Declined some
- Declined a lot

19. Please describe why you feel this way.

Next, please share your thoughts about how you see the future of the community.

20. Thinking about the next three years, how would you say your community is likely to change?

- This community will improve a lot
- This community will improve some
- This community will stay about the same
- This community will decline some
- This community will decline a lot

21. Please tell us why you feel this way.

22. What, if anything, do you think the people in this neighborhood can do to make it a better place to live?

Finally, we'd like to finish up with a few quick questions.

23. Do you currently rent your home, own your home, or something else?

- Rent
- Own
- I live with family or friends.
- Other : _____

- If Q23 is answered with **Option 2 "Own"**, then Skip to Q29

24. Would you consider buying a home in this community?

- Yes
- No

- If Q24 is answered with **Option 2 "No"**, then Skip to Q27
- If Q24 is answered with **Option 1 "Yes"**, then Skip to Q25

25. Which of these factors are reasons you have not yet bought a home in this community? Check all that apply.

- Houses that are available in the community
- Physical conditions in the community
- Crime or other safety issues
- Quality of public services and/or schools
- Convenience to work, school, and/or shopping
- My personal financial situation
- State of the economy
- Something else : _____

26. Of the factors you have chosen, which one would you say is the primary reason you have not yet bought a home in this community?

- Houses that are available in this community
- Physical conditions in this community
- Crime or other safety issues
- Quality of public services and/or schools
- Convenience to work, school, and/or shopping
- My personal financial situation
- State of the economy
- Something else : _____

27. Which of the factors are reasons you would not consider buying a home in this community? Check all that apply.

- Houses that are available in the community
- Physical conditions in the community
- Crime or other safety issues
- Quality of public services and/or schools
- Convenience to work, school, and/or shopping
- My personal financial situation
- State of the economy
- Something else : _____

28. Of the factors you have chosen, which one would you say is the primary reason you would not consider buying a home in this community?

- Houses that are available in this community
- Physical conditions in the community
- Crime or other safety issues
- Quality of public services and/or schools
- Convenience to work, school, and/or shopping
- My personal financial situation
- State of the economy
- Something else : _____

29. In what year were you born? *(Fill in the year.)*

30. *Do not ask this question; answers should be marked later during data entry based on the answer to question 29.*
What is your age?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older

31. What is your gender? *This question should be asked as an open ended question and then categorized by the data collector.*

- Male
- Female
- Other

32. Including you, how many people 18 years of age or older live in your household?

33. How many children under 18 years of age live in your household?

34. What is your race?

- Black/African American
- Caucasian/White
- American Indian/Alut/Eskimo/Alaska Native
- Asian
- Native Hawaiian/Pacific Islander
- Mixed race

35. Do you consider yourself to be Hispanic, Latino, or Latina?

- Yes, Hispanic/Latino/Latina
- No, not Hispanic/Latino/Latina

Thank you for completing this survey.

Figure 42. Success Measure Summary Results, Reason for Living in the Community



WHICH OF THESE WAS THE **MAJOR REASON** YOU DECIDED TO LIVE IN THIS COMMUNITY?

Source: Success Measure Survey 2018, Question 2

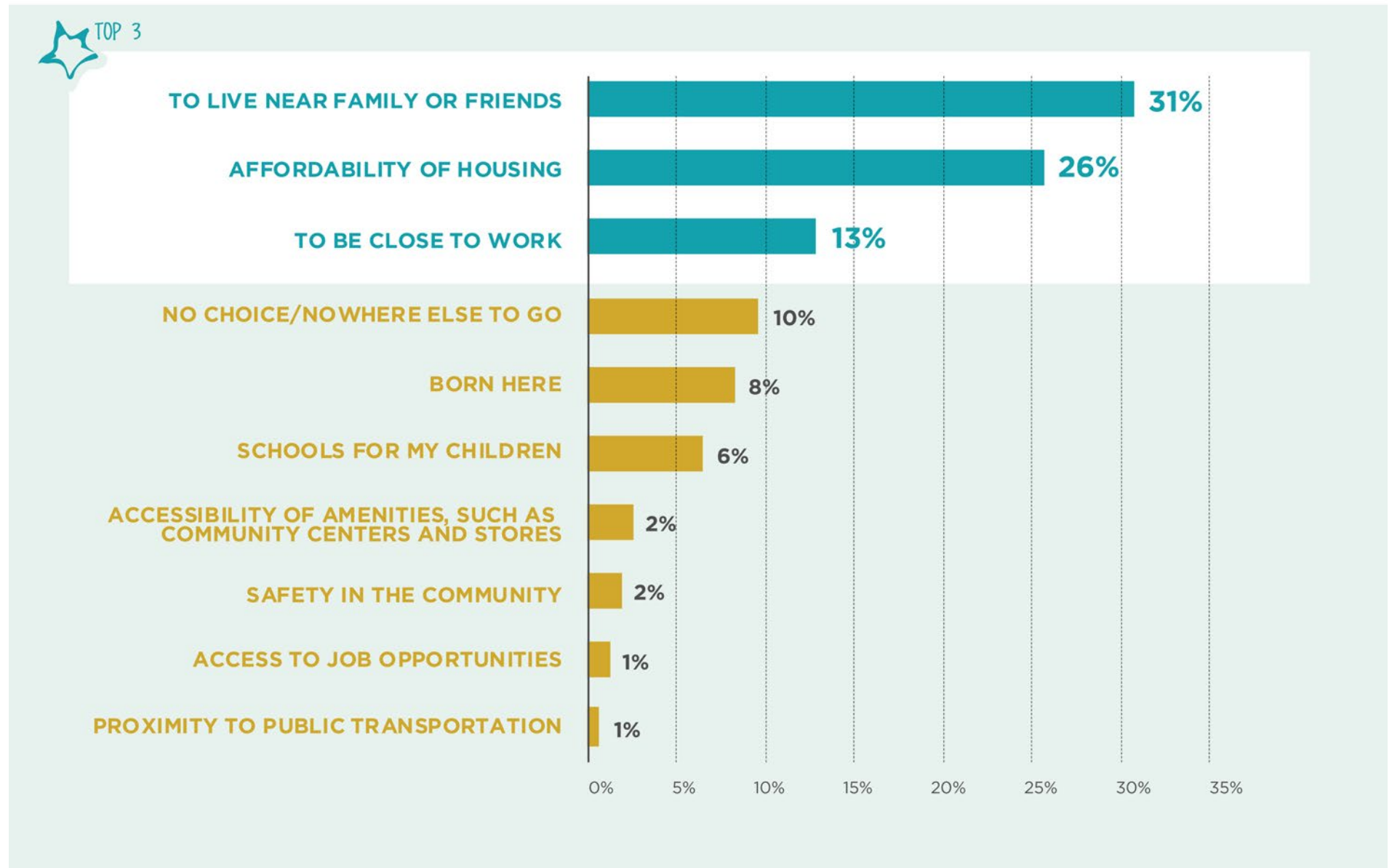


Figure 43. Success Measure Summary Results, Civic Engagement



DURING THE PAST YEAR DID YOU PARTICIPATE IN THE FOLLOWING COMMUNITY ACTIVITIES?

Source: Success Measure Survey 2018, Question 6.

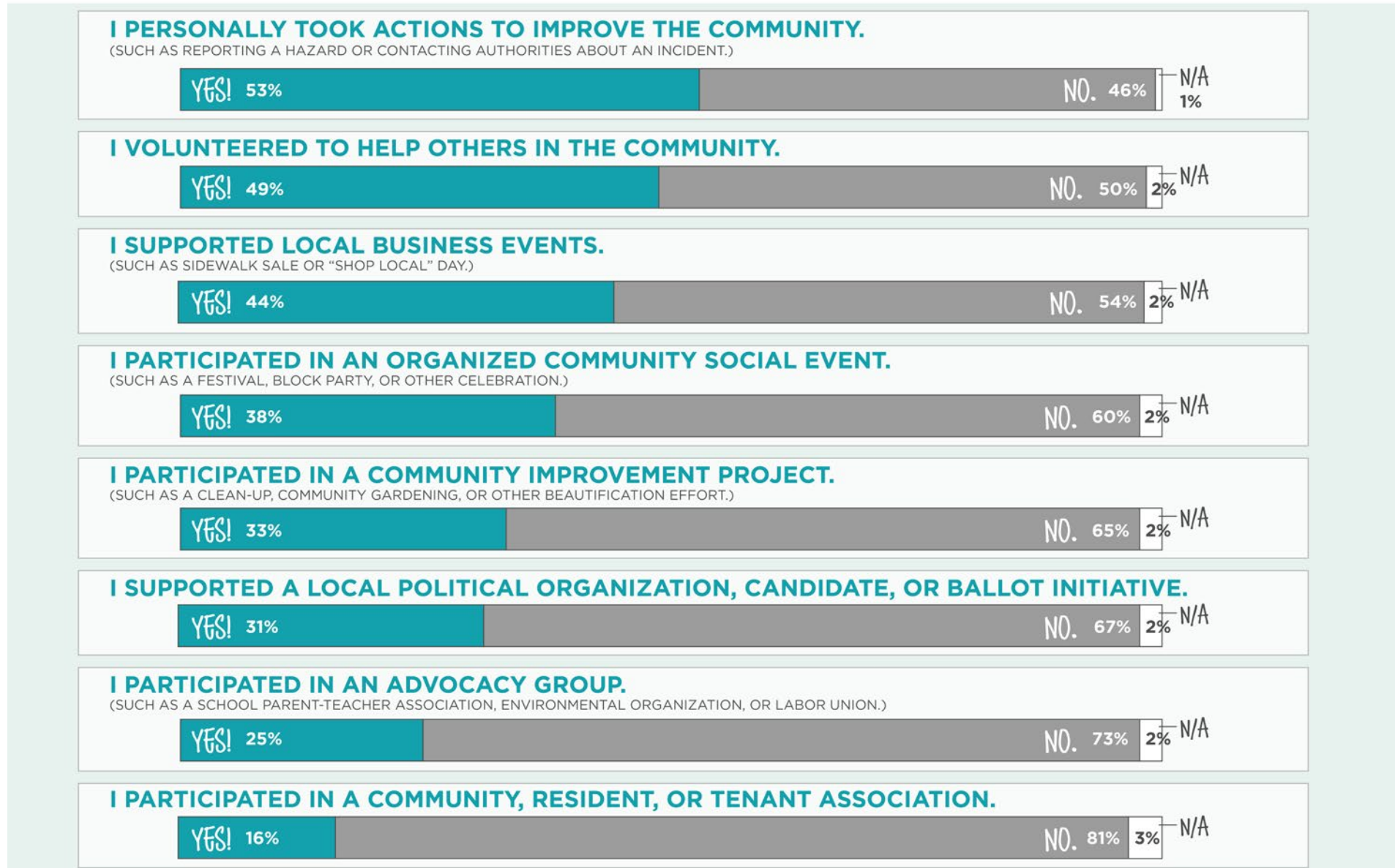


Figure 44. Success Measure Summary Results, Housing

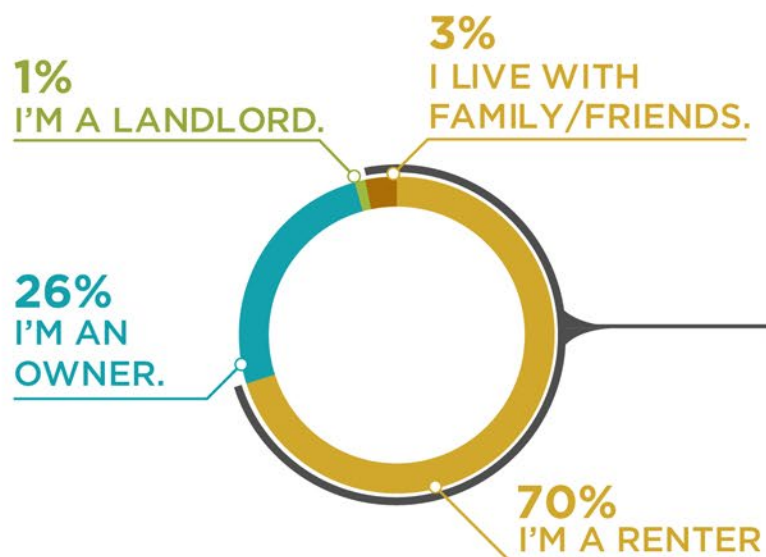


TELL US ABOUT HOUSING.

Source: Success Measure Survey 2018, Questions 15, 16, 17, AND 19



DO YOU RENT/OWN YOUR HOME?



SINCE YOU DON'T OWN A HOME, WHY HAVE YOU NOT BOUGHT ONE?



MY PERSONAL FINANCIAL SITUATION



WOULD YOU CONSIDER BUYING A HOME?

72% PARTICIPANTS SAID, **NO!** **28%** **YES**



WHY NOT? BECAUSE...

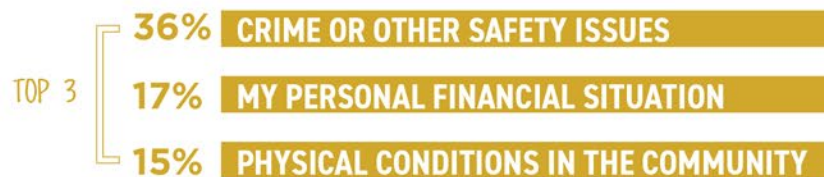


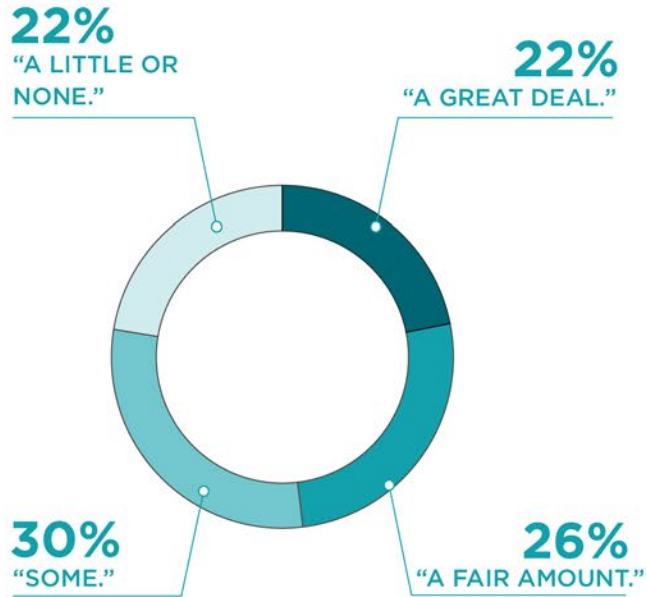
Figure 45. Success Measure Summary Results, Neighborhood Satisfaction Over Time



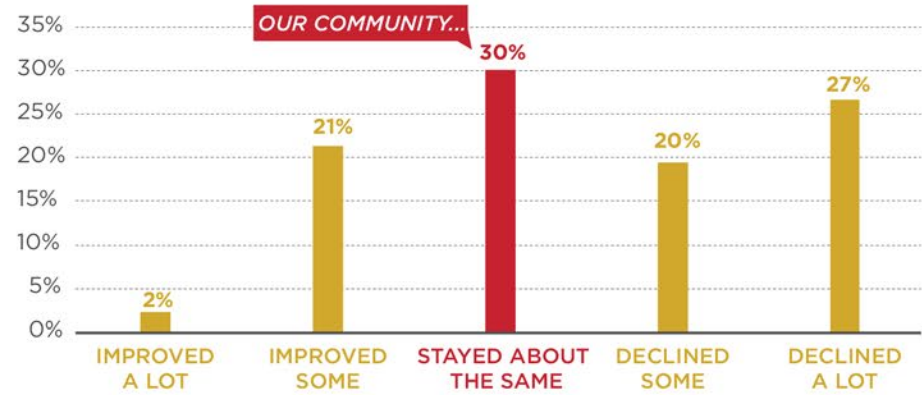
TELL US WHAT YOU THINK OF YOUR COMMUNITY.

Source: Success Measure Survey 2018, Questions 9, 13, and 14.

★ HOW MUCH OF A POSITIVE DIFFERENCE DO YOU FEEL THAT YOU, YOURSELF, CAN MAKE IN YOUR COMMUNITY?



★ COMPARED TO THREE YEARS AGO, HOW HAS THIS COMMUNITY CHANGED OVERALL?



★ THINKING ABOUT THE NEXT THREE YEARS, HOW WOULD YOU SAY YOUR COMMUNITY IS LIKELY TO CHANGE?

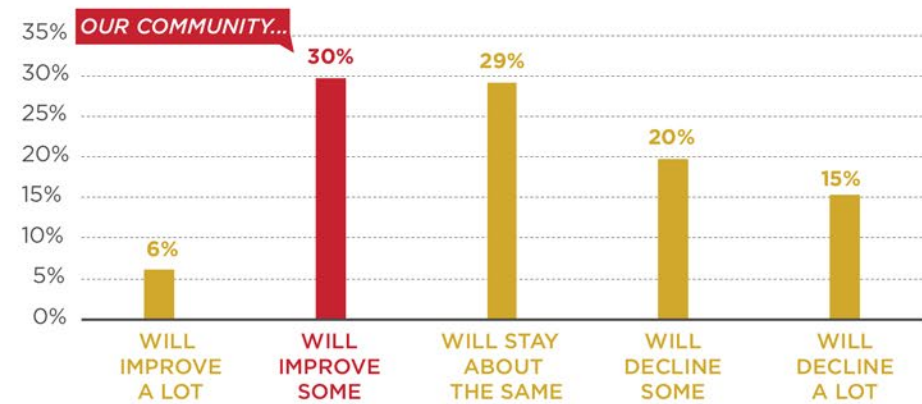


Figure 46. Success Measure Summary Results, Quality of Life



TELL US MORE! WHAT DO YOU THINK OF THE DIFFERENT ASPECTS OF THIS COMMUNITY?

Source: Success Measure Survey 2018, Question 10.



HOW WOULD YOU RATE THESE ASPECTS OF THIS COMMUNITY?

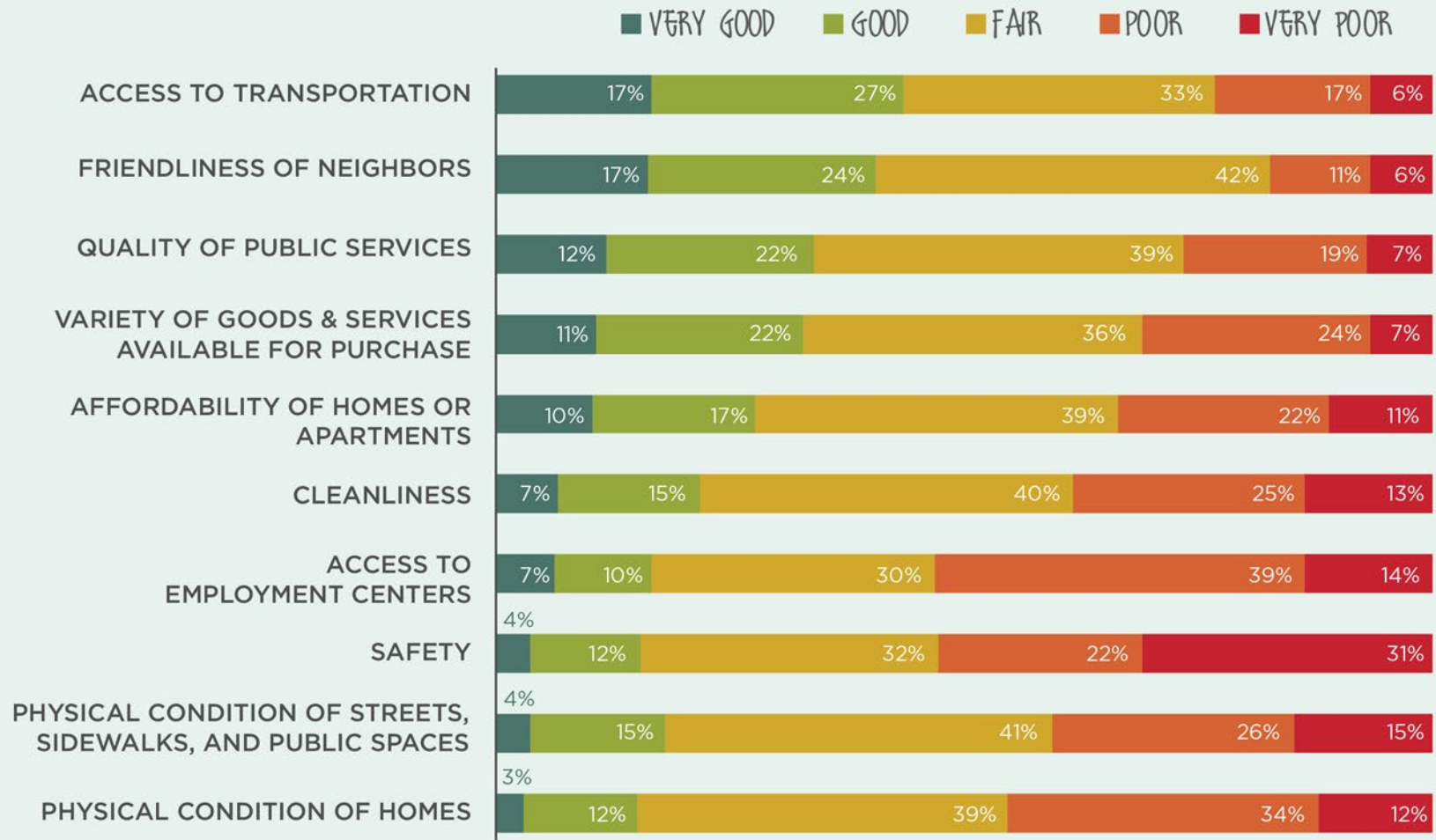


Figure 47. Success Measure Summary Results, Neighborhood Satisfaction



HOW SATISFIED ARE YOU OF YOUR COMMUNITY?

Source: Success Measure Survey 2018, Questions 3, 4, and 5

★ OVERALL, HOW **SATISFIED** WOULD YOU SAY YOU ARE LIVING IN THIS COMMUNITY?

6 OUT OF 10 SURVEY PARTICIPANTS SAID,
SATISFIED or **VERY SATISFIED**.

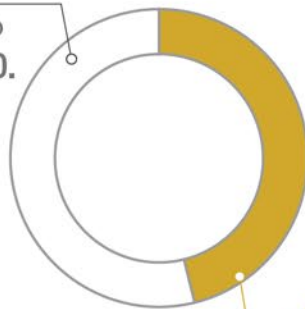


AND,
4 OUT OF 10 SURVEY PARTICIPANTS SAID,
DISSATISFIED or **VERY DISSATISFIED**.

★ HOW LIKELY ARE YOU TO **RECOMMEND** THIS COMMUNITY TO SOMEONE ELSE AS A GOOD PLACE TO LIVE?

54%

SAID THEY WOULD
NOT RECOMMEND.



46%

SAID THEY WOULD
RECOMMEND.

★ IF YOU HAD THE CHOICE, WOULD YOU **CONTINUE TO LIVE** IN THIS COMMUNITY?

42%

YES!



58%

NO.

Figure 48. Success Measure Summary Results, Safety



HOW SAFE WOULD YOU SAY YOU FEEL WALKING IN THE COMMUNITY DURING THE DAY AND AT NIGHT?

Source: Success Measure Survey 2018, Questions 11-12

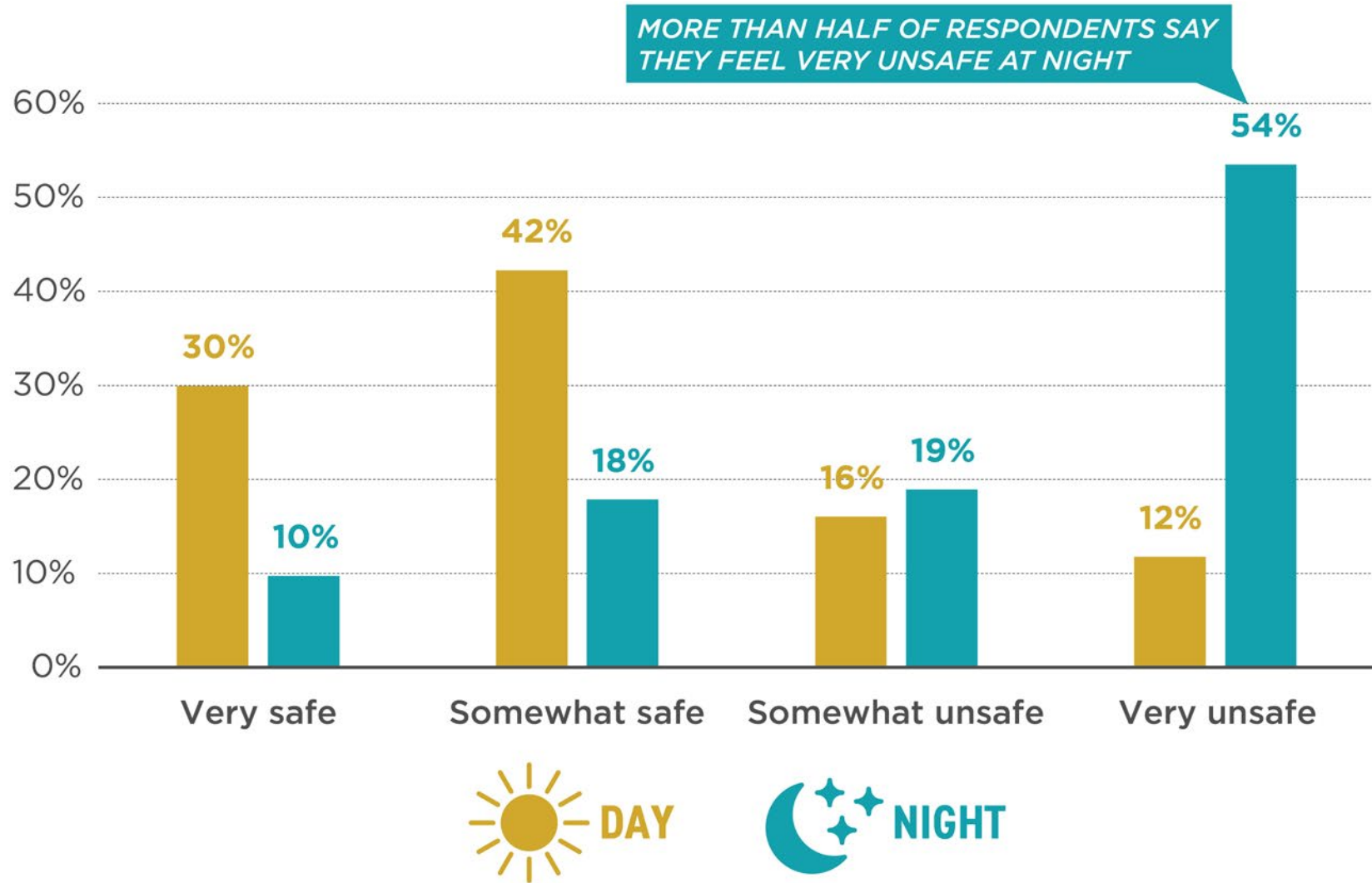


Figure 49. Success Measure Summary Results, Demographics

DEMOGRAPHICS

Source: Success Measure Survey 2018

