



South Main Street Phillipsburg, NJ

Draft

February
2022

NRTC Neighborhood Plan



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Note: *This is a draft document prepared by Norwescap. This draft document is available for public review and comment in contemplation of its submission in March 2022 to the New Jersey Department of Community Affairs (DCA) for Norwescap's continued participation in the Neighborhood Revitalization Tax Credit Program. The draft is available online on Norwescap's website (www.norwescap.org) and social media channels. A hard copy is available at Phillipsburg Town Hall at 120 Filmore Street.*

There will be a public hearing on this draft plan on Thursday, February 24, 2022 at 5:30pm ET via Zoom. *Those interested in participating in the public hearing may contact Mary Jo Harris, Community Development Manager for Norwescap, at harrism@norwescap.org.*

Written comments on the draft plan may also be submitted via regular or electronic mail to Mary Jo Harris at:

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For ease of reading, the sections of this draft document have been reordered from the ordering outlined by the DCA in its "Neighborhood Plan Application Guidelines" document.

Section 1: Executive Summary

South Main Street is centrally located in the downtown area of Phillipsburg, New Jersey. The neighborhood is home to 2,032 residents and a vibrant, historic business district. Although South Main Street also faces a variety of continued challenges, the community is committed to working together to improve the neighborhood.

Supporting residents in their efforts is the Northwest New Jersey Community Action Partnership (Norwescap), a non-profit active in Warren County for close to 60 years. Norwescap is an experienced service provider. They manage the Head Start and WIC programs in Warren County and operate a Family Success Center in Phillipsburg. Further, Norwescap is an active community development partner, working directly with residents to organize neighborhood events, fund needed home repairs, and engage in other critical work.

South Main Street itself also represents a strategic revitalization opportunity at this time. The Town of Phillipsburg has articulated an ambitious redevelopment plan for the portion of the Delaware Riverfront that runs along and through the neighborhood. The plan calls for investment in exciting new retail and residential projects. Another plan to build a Riverfront Heritage Trail System will enliven the existing parks and recreational assets in the neighborhood. Further, recent investments by warehousing and logistics operations and the continued growth of the healthcare sector in the area represent key partnerships to build economic opportunities for residents. Norwescap is well positioned to lead these potential actions, drawing on their experience and existing community relationships.

This plan represents the collective work of Norwescap and South Main Street residents to articulate a vision for the neighborhood's revitalization. From February through December of 2021, Norwescap facilitated a robust participatory planning process, bringing together residents, local business owners, public officials, and other stakeholders through a steering-committee and series of community meetings. The result of this engagement is evident in this plan, particularly in the neighborhood improvement strategies developed during the process.

The strategies in this plan seek to achieve measurable change in the neighborhood over the next decade across three key goals: **Housing, Economic Opportunity, and Community Building.**

Goal #1: A Safe, Stable, Affordable Housing

Strategy 1.1: Build housing and return vacant homes to productive use

Strategy 1.2: Maintain and Increase Homeownership

Goal #2: Economic Opportunity for All

Strategy 2.1: Strengthen the business district by improving its physical space

Strategy 2.2: Strengthen the business district by developing its businesses and marketing

Strategy 2.3: Increase Access to Good, Sustainable Jobs

Goal #3: Community Building

Strategy 3.1: Cultivate an organized and civically active community

Strategy 3.2: Emphasize community and youth programs

Strategy 3.3: Improve parks and public spaces

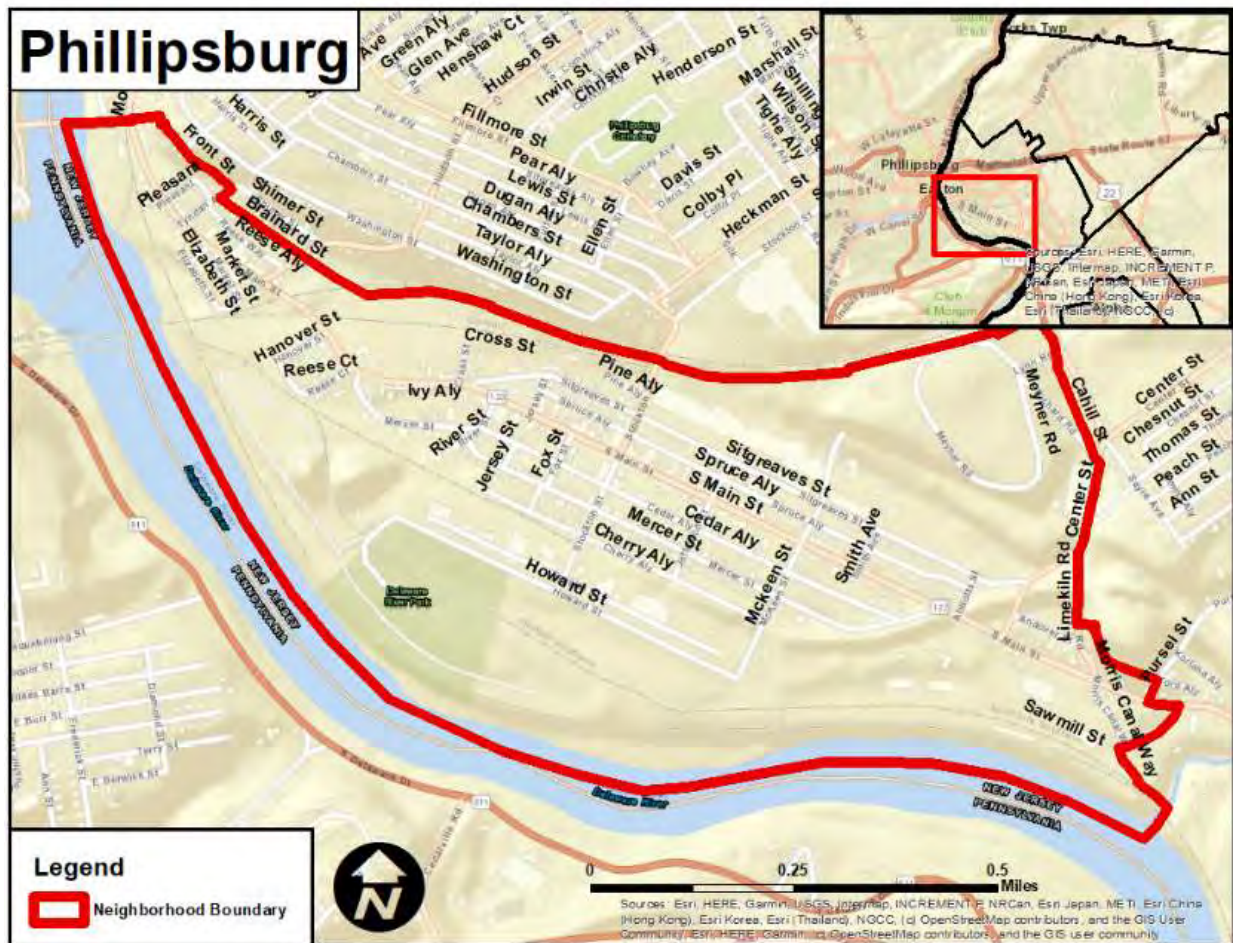
Strategy 3.4: Maintain public safety



View of South Main Street from the Northampton Street bridge

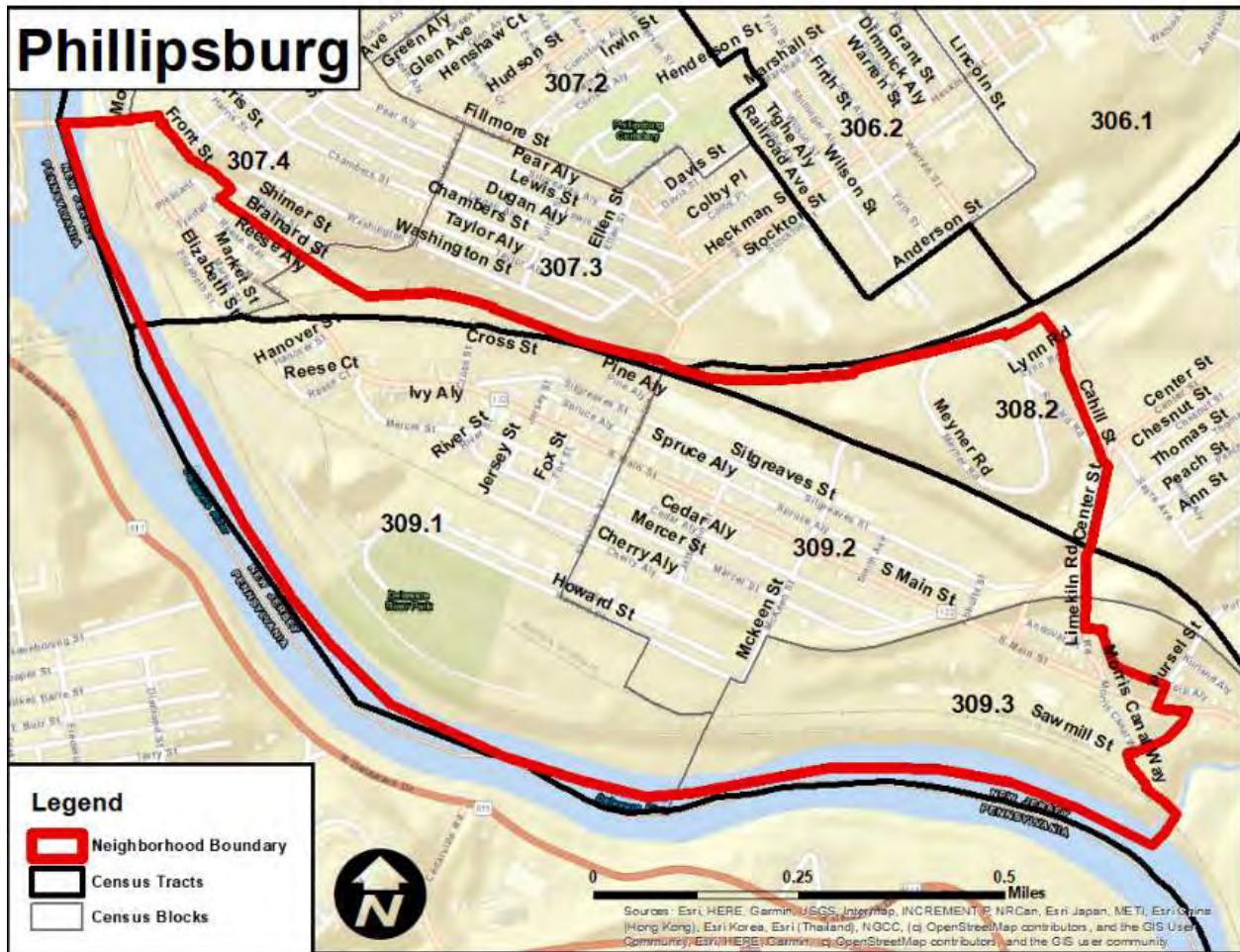
Section 2: Neighborhood Description

The South Main Street Neighborhood is a historic residential and commercial neighborhood in the Town of Phillipsburg in Warren County, NJ, located on the Delaware River which serves as the New Jersey-Pennsylvania border. The neighborhood is bounded by the Central Jersey Railroad tracks and Walters Park to the north; Cahill Street, Center Street, Limekiln Road, and Morris Canal Way to the east; and the Delaware Riverfront to the south and west. In addition to its historic and walkable character, the neighborhood has plentiful green space and access to recreational amenities. With an estimated population of 2,032 (U.S. Census 2020), the neighborhood is home to approximately 13.3% of the Town of Phillipsburg's residents.



Location of the neighborhood in relation to the surrounding area

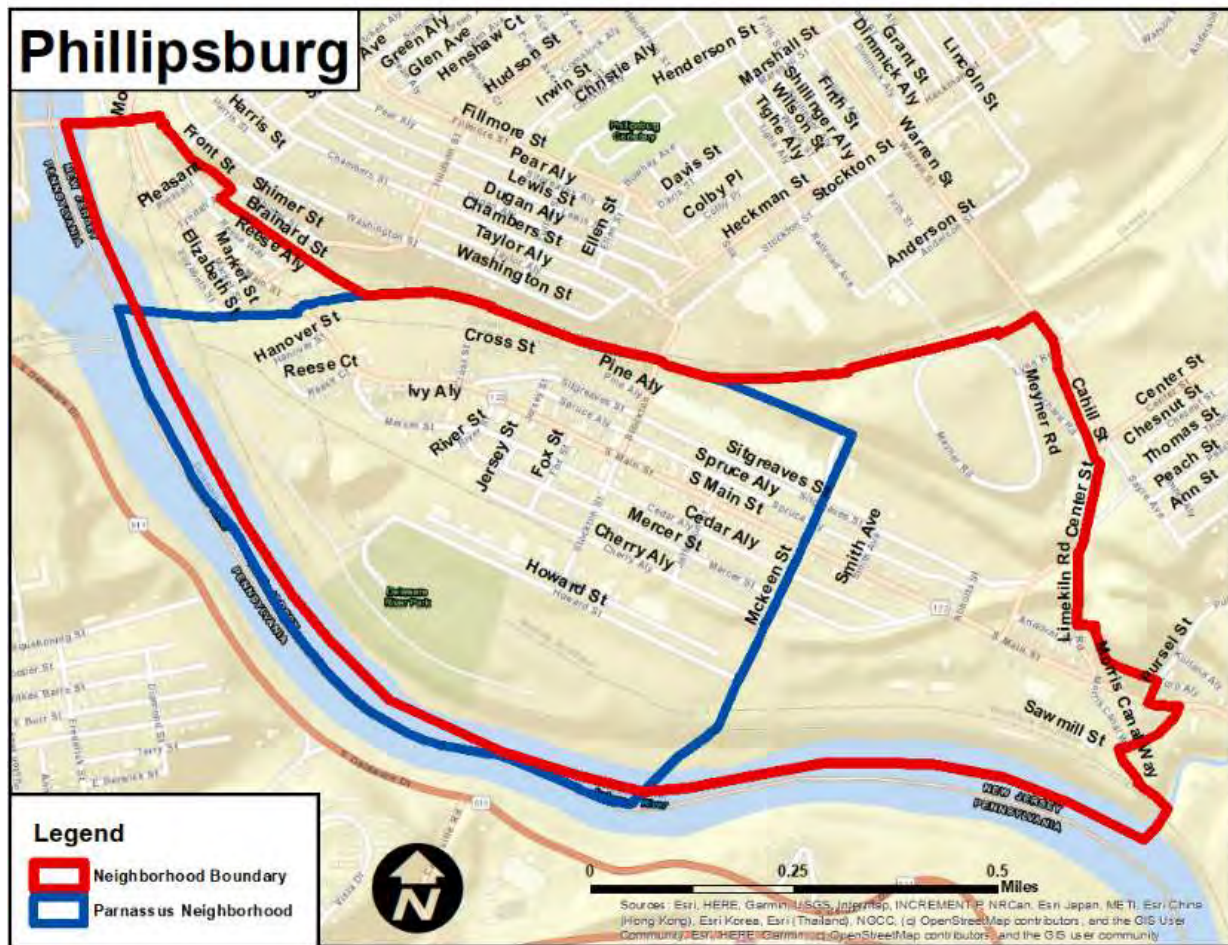
The neighborhood contains the entirety of US Census Block Group 309.1, most of US Census Block Group 309.2, and smaller parts of Block Groups 309.3, 307.3, 307.4, and 308.2.



Neighborhood Census Tracts and Census Blocks

Comparison with Previous NRTC Neighborhood

The target neighborhood in this neighborhood plan includes the entirety of the study area of the neighborhood's previous NRTC plan, along with adjacent areas to the east and west. The study area of the 2008 **Parnassus Neighborhood Plan** was limited to the area spanning from the Central Jersey Railroad tracks in the north and west, McKeen Street in the east, and the Delaware Riverfront in the south. The expanded boundaries of the current neighborhood plan capture the entirety of the retail and mixed-use section of South Main Street, the gateway to the neighborhood from Pennsylvania, an additional park heavily utilized by the community, and the area's historic railroad assets. Further, the expanded boundaries better align with the South Main Street Redevelopment Area Plan and the two primary US Census Block Groups covering the area.



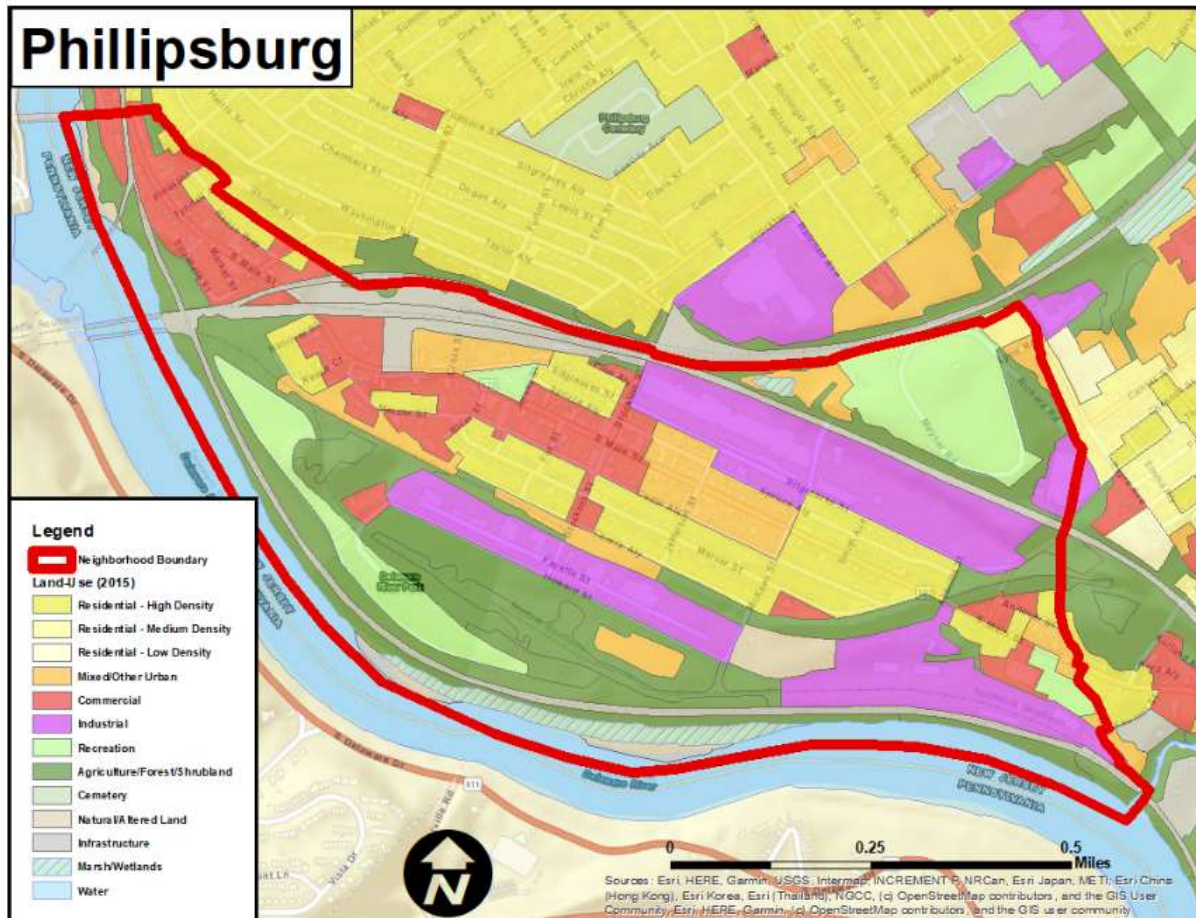
Map showing the neighborhood boundary expansion

Land Use & Zoning

The neighborhood contains residential, retail, commercial, institutional, mixed, and industrial uses, as well as plentiful green space along the Delaware River waterfront and elsewhere. The Central Jersey Railroad tracks bisect the neighborhood and then form the northern boundary of the neighborhood. There are several key east-west arteries with Sitgreaves Street, South Main Street, and Mercer Street all running through the neighborhood. South Main Street is the neighborhood's main commercial, retail, and mixed-use corridor. South Main Street is also home to several institutional uses, including three houses of worship and offices of a number of non-profit social service providers. Residential uses are located throughout the neighborhood. Industrial uses are located in the north along the Central Jersey Railroad tracks, in the south on both sides of Fayette Street, and in a large area located near the southern tip of the neighborhood. In the northwestern corner of the neighborhood is the Northampton Street Bridge – popularly known as the “free bridge” – which spans the Delaware River and serves as a gateway to the neighborhood from downtown Easton, PA.

Railroad infrastructure is found throughout the neighborhood, from the old Union Station building to the tracks of the Central Jersey Railroad, to train trestles, and non-profit entities like

Delaware River Railroad Excursions and the Phillipsburg Railroad Historians Museum. Known as “The Flats” most of the neighborhood’s terrain is flat and level. However, there is a steep incline just before the neighborhood’s northern border. Because of this elevation, Bullman Street becomes a pedestrian staircase between Front and South Main Streets. Due to the greenbelt that follows the riverfront throughout the neighborhood, none of developed areas of the neighborhood have experienced or carry high risk of flooding.

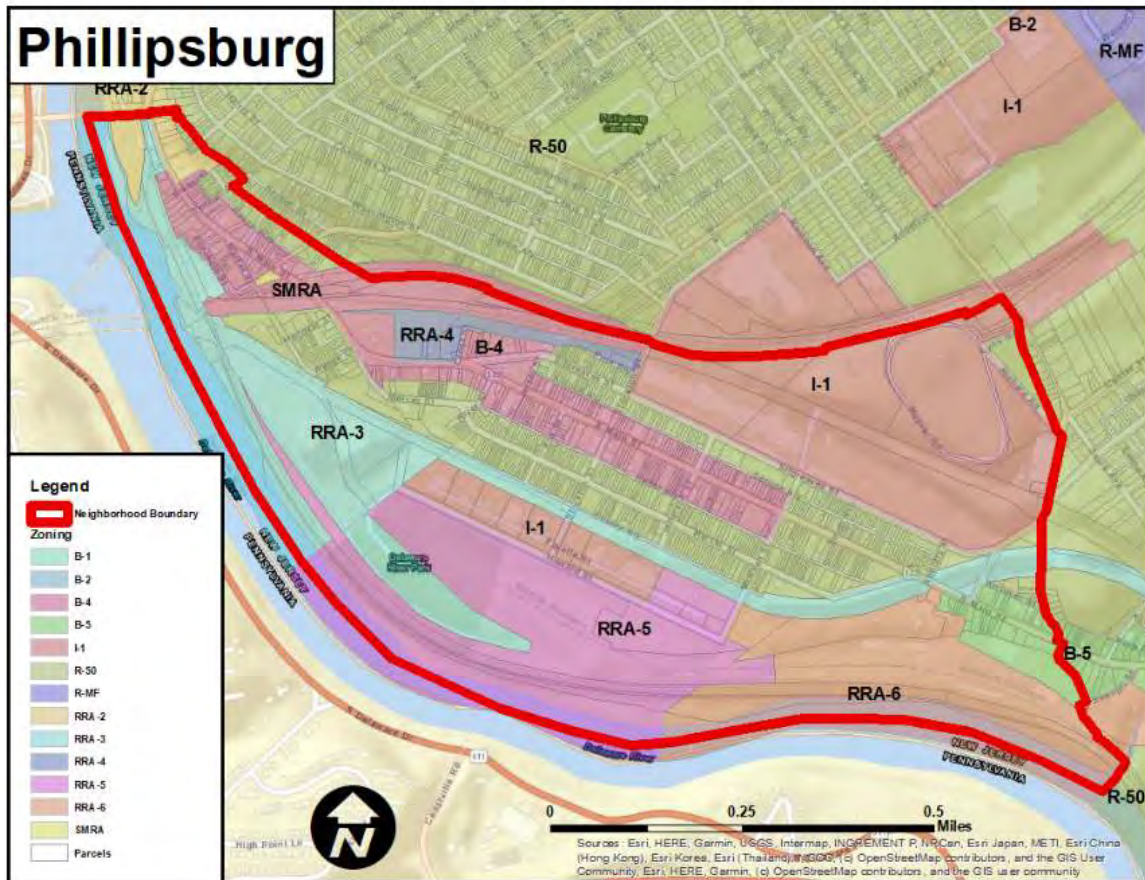


Neighborhood Land-Use Map (2015 Land-Use/Land-Cover)

Approximately 45% of the neighborhood is included in the redevelopment area covered by the Phillipsburg Riverfront Redevelopment Plan which was most recently amended in 2021. The Redevelopment Plan creates six distinct zoning districts for the redevelopment area, five of which cover parts of the neighborhood. These districts are designated on the zoning map below by the initials “RRA” followed by the district number.

District 2, running from the Northampton Bridge to Union Square in the neighborhood calls for commercial and mixed-use development, as well as connection to the Riverfront via sidewalks and pedestrian trails. District 3, composed of Delaware River Park and adjacent greenways, permits public recreational use, mainly parks and trails, and associated tourism activities. District 4, located near the northern boundary of the neighborhood located along the Central Jersey Railroad tracks,

is a mixed-use district and supports new residential and commercial uses at a relatively high density. District 5, Riverside Residential, provides for mid-rise residential buildings along Howard Street with low-rise residential buildings behind to buffer between light industrial uses and the adjacent park and greenspace. This district permits retail and office uses that serve the immediate needs of the residential development on the first floor of mid-rise buildings only. Finally, District 6 is designated as Riverside Commercial and permits commercial, office, and indoor recreational uses. Parts of the neighborhood not included in the redevelopment area are zoned for residential uses, businesses & mixed-use buildings and light industry.



Neighborhood Zoning of the South Main Street Neighborhood and the surrounding area (2021)

Three neighborhood sites are listed on the National and State Registers of Historic Places: South Main Street from Cross Street to Jefferson Street is on both the National and the New Jersey Register of Historic Places as the *Phillipsburg Commercial Historic District*. The district is significant due to being an architecturally intact representation of late nineteenth-early twentieth century townhouse and commercial structures, particularly in the Italianate style. The Lander-Stewart Mansion and Stites Building at 102-104 South Main Street are registered as architecturally significant 19th century residences. The terminus of the Morris Canal is registered as a vestige of early 19th century commercial transportation when it stretched 102 miles to New York Harbor in Jersey City carrying coal and iron ore. There are also a number of other neighborhood sites which

have received opinions or certifications of eligibility from the New Jersey State Historic Preservation Officer.

Businesses

South Main Street is the primary commercial corridor in the neighborhood. There are approximately 120 businesses located within the neighborhood that cover a variety of sectors, including barber shops and salons; a bicycle shop; convenience stores and small grocers; restaurants; light industry; auto-centric businesses; and professional offices. More than half of the businesses (66, or 55% of the total) have fewer than 5 employees.

A key neighborhood attraction is Delaware River Railroad Excursions, a non-profit organization that runs a series of thematic train tours drawing more than 100,000 visitors to Phillipsburg annually. Across the Delaware River, in Easton, Pennsylvania, are numerous attractions that draw patrons from around the region, such as the Crayola Experience, Lafayette College, the State Theatre Center for the Arts, and breweries and eateries.

Parks, Green Space & Transportation

According to the New Jersey Department of Community Affairs (DCA) Community Asset Map, as of 2019 the South Main Street Neighborhood has approximately 65.5 acres of preserved open space, which is 17.2% of the total land in the neighborhood. Approximately 18.3 acres are preserved by the State and County while an additional 47.2 acres are municipally owned open space.

The neighborhood is replete with active and passive recreational spaces, the predominant ones being Walters Park, Shappell Park, and Delaware River Park. Walters Park, a 24.6-acre park located at the northeastern tip of the neighborhood, is home to a playground and multiple sports fields providing for the recreational needs of all ages. Shappell Park is a beautiful, shaded sitting area and that provides respite for the patrons of South Main Street businesses. Delaware River Park's approximately 17 acres located along the Delaware River provide waterfront and trail access and connections to the Morris Canal Greenway. Other park assets in the neighborhood include the Phillipsburg Skate Park and Mercer Street Park, while the Brainard Street Playground and Brainard Street Tot Lot are located on the border of the neighborhood.

The South Main Street Neighborhood is served by several transit options, including two NJ Transit Bus routes (890 and 891) which connect the neighborhood to numerous regional destinations. The bus stops for these routes are located along South Main Street. Additionally, Warren County operates a shuttle that serves the neighborhood with a stop at Shappell Park. This route runs back and forth to Washington Township and key destinations in-between.

Conditions and Need for Revitalization

For the purposes of this analysis of the South Main Street Neighborhood, Census Blocks 309.1 and 309.2 were used. Unless otherwise noted, all data is from either the 2020 Census, or the 2015-2019 American Community Survey (ACS) 5-Year Estimates.

People

Table 1: Selected Neighborhood Demographic Statistics	
Total Population	2,032
Unemployment (%)	4.3%
% Population (25+) with HS Degree or Higher	74.7%
Median Household Income	\$34,628
% Residents Below Poverty	39.0%
Total Housing Units	956
-- Owner-Occupied Housing Units (% of total occupied units)	38.8%
-- Renter-Occupied Housing Units (% of total occupied units)	61.2%
-- Vacant Housing Units (% of total housing units)	20.7%

Source: U.S. Census 2020 and American Community Survey 2015-2019 5-Year Estimates

The South Main Street Neighborhood is home to 2,032 people. Overall, the neighborhood's population has remained relatively stable, declining only 3.5% from 2000. Despite this stability in total population, within the neighborhood population increased 33.3% in Block Group 309.1, between 2010 and 2019, while decreasing 26.7% in Block Group 309.2 during the same period. Block Group 309.1 is home to approximately 60.5% of the residents that live in the neighborhood.

The neighborhood has become more diverse between 2000 and 2020 (**Table 2**). While the White population comprised an 86% majority of the neighborhood population in 2000, its population share had fallen to 57% in 2020. From 2000 to 2020, the African American or Black share of the population increased by 253%, doubling once between 2000 and 2010, and then almost doubling again between 2010 and 2020. This growth has occurred primarily in Block Group 309.1.

Table 2: Demographic Information (Percent of Population)	
Total Population	2,032
African American/Black	18.7%
Asian	1.3%
White	57.0%
Hispanic (All Races)	18.5%
Other Minority	10.7%
Two or More Races	11.9%

Source: U.S. Census 2020 and ACS 2015-2019 5-Year Estimates

Table 3: Population Change by Race					
	2000	2010	2020	Change 2010 to 2020	Change 2000 to 2020
Total Population	2,106	2,068	2,032	-1.7%	-3.5%
African American/Black	5.3%	10.8%	18.7%	+73.1%	+252.8%
Asian	0.8%	1.9%	1.3%	-31.6%	+62.5%
White	85.9%	74.6%	57.0%	-23.6%	-33.6%
Other Minority	5.7%	7.2%	18.5%*	+156.9%	+224.6%
Two or More Races	2.0%	5.0%	10.7%	+114.0%	+435.0%

Source: U.S. Census 2000, U.S. Census 2010, and U.S. Census 2020

With respect to ethnicity, the Hispanic or Latino share of the South Main Street Neighborhood population increased by 49% over the last two decades, with most of the growth occurring between 2000 and 2010 (**Table 4**). As of 2019, approximately 18.5% of the neighborhood's population identifies as Hispanic or Latino.

Table 4: Hispanic Population						
	2000	2010	Change 2000 to 2010	2015-2019 Estimate	Change 2010 to 2015-19	Change 2000 to 2015-19
Hispanic or Latino	12.4%	18.2%	+46.8%	18.5%	+1.6%	+49.2%
Non-Hispanic or Latino	87.7%	81.8%	-6.7%	81.5%	-0.4%	-7.1%

Source: U.S. Census 2000, U.S. Census 2010, and American Community Survey 2015-2019 5-Year Estimates

Most of the neighborhood's Hispanic residents are Honduran (41%), Costa Rican (21.1%) or Puerto Rican (26.4%) (**Table 5**). Presently, within the neighborhood, 92.7% of the Hispanic or Latino population lives in Block Group 309.1.

Table 5: Hispanic Population by National Origin¹	
	Percent of Hispanic population
Puerto Rican	26.4%
Dominican	0.2%
Costa Rican	21.1%
Honduran	41.0%
Salvadoran	6.7%
Peruvian	4.6%

Source: American Community Survey 2015-2019 5-Year Estimates

Foreign Born

Foreign born residents constitute approximately 19.7% of the population in the South Main Street Neighborhood neighborhood. The main countries of origin for the neighborhood's foreign-born residents are: Costa Rica, Poland, Honduras, Guyana, Korea, and Hungary (**Table 6**).

Table 6: Foreign Born Population²		
	Percent of foreign-born population	Percent of total population
Costa Rica	19.7%	3.0%
Poland	13.9%	2.1%
Honduras	13.4%	2.0%
Guyana	10.7%	1.6%
Korea	10.1%	1.5%
Hungary	6.9%	1.0%
Other	25.3%	3.8%

Source: American Community Survey 2015-2019 5-Year Estimates

Based on 2015-2019 ACS estimates, 151 residents, approximately 7.5% of the population age 5 and older, speak English "not well" or "not at all." All of these residents report speaking Spanish as their preferred language. Of those 151 residents, most live in Block Group 309.1.

Age

Table 7: Age		
0 to 17 Years	18-24 Years	65 Years and Over
33.8%	58.6%	7.6%

Source: American Community Survey 2015-2019 5-Year Estimates

¹ This reflects data for all of census tract 309 which includes some residents outside of the neighborhood

² See above

The neighborhood has a large population of young people, with 33.8% of residents under the age of 18. The population above the age of 65 is 7.6% of the neighborhood (**Table 7**). The median age in the neighborhood is 34 years old.

Table 8: Age											
Under 5 Years	5 to 9 Years	10 to 14 Years	15 to 17 Years	18 to 24 Years	25 to 34 Years	35 to 44 Years	45 to 54 Years	55 to 64 Years	65 to 74 Years	75 to 84 Years	85 Years and Over
3.9%	16.5%	6.1%	7.3%	4.7%	13.4%	11.6%	15.1%	13.8%	5.4%	0.9%	1.3%

Source: American Community Survey 2015-2019 5-Year Estimates

Of the 758 households in Flats, 23.9% (181) are led by single parents; approximately 85.6% of children in the neighborhood live with single parents. There are 136 households headed by single mothers (17.9% of total households), while 45 households (5.9%) are headed by single fathers.

Income, Jobs, and Education

The median household income for the South Main Street Neighborhood is \$34,628, or \$49,050 in Block Group 309.2, and \$29,432 in Block Group 309.1. By comparison, the median household income in Phillipsburg is \$54,459, while that number is \$81,307 in Warren County and \$82,545 in the State of New Jersey. While the neighborhood median household income increased 26.3% from the 2010-2014 ACS, this increase was uneven. The median income declined 3.1% in Block Group 309.1 but increased 122.9% in Block Group 309.2 during that period.

The poverty rate in the South Main Street Neighborhood is 39.0% overall – 45.8% in Block Group 309.1 and 28.7% in Block Group 309.2. Of residents whose monthly income is below the poverty level, almost half do not have a disability and are employed (48%). Approximately 15% of households in the neighborhood receive public assistance or SNAP benefits as compared to 19% in Phillipsburg and 8% in Warren County overall.

While household income is low in the neighborhood, there are fewer households making below \$25,000, \$50,000, \$75,000, and \$100,000 compared to the 2010-2014 ACS and there are more households making between \$100,000 and \$150,000 annually.

Table 9: Number of Households in each Median Household Income Bracket (Cumulative)							
	Total Households	% Below \$25,000	% Below \$50,000	% Below \$75,000	% Below 100,000	% Below \$150,000	% \$150,000+
2010-14	742	46.9%	74.0%	88.0%	97.8%	98.9%	1.1%
2015-19	758	36.0%	63.7%	79.0%	91.6%	99.3%	0.7%

Source: American Community Survey 5-Year Estimates (2010-2014 & 2015-2019)

The unemployment rate for the neighborhood in 2019 before the COVID-19 pandemic was 4.3%. Block Group 309.1 had a very low unemployment rate at 1.4%, while the unemployment rate in Block Group 309.2 was higher at 8.1%. Overall, the neighborhood's unemployment rate was slightly lower than the unemployment rate for Warren County and the State of New Jersey as a whole, at 5.9% and 5.5% respectively.

Table 10: Work Status by Age Group							
	Total	Worked full-time, year-round	Percent	Worked less than full-time, year-round	Percent	Did not work in the past 12 months	Percent
16 to 24 years	235	15	6.4%	123	52.3%	97	41.3%
25 to 54 years	835	468	56.0%	301	36.0%	66	7.9%
Over 55	447	67	15.0%	95	21.3%	285	63.8%

Source: American Community Survey 2015-2019 5-Year Estimates

Data from 2018 reveals that 23.2% of neighborhood residents who were employed were 29 or younger, 52.3% were between 30-54 years old, and 24.5% were over the age of 55. The median wage for neighborhood residents is \$25,000 to \$29,999 per year. One quarter of neighborhood resident workers earn less than \$15,000 annually; 33.3% of neighborhood residents make between \$15,000 - \$40,000 annually and 41.7% make more than \$40,000.

According to the 2018 ACS, 57.7% of neighborhood residents work in one of five industries: Health Care and Social Assistance, Retail Trade, Manufacturing, Accommodation and Food Services, and Educational Services. Compared to 2013 data, the total number of individuals working has remained relatively unchanged; however, several industry sectors have attracted more neighborhood-resident workers while others count fewer neighborhood residents among their ranks. In terms of percent change from 2013 to 2018, Accommodation and Food Services, Health Care and Social Assistance, Administration & Support Waste Management and Remediation had the greatest positive growth, while Retail Trade, Finance and Insurance, and Wholesale Trade suffered the largest declines (**Table 11**).

Table 11: Resident Employment by Industry						
	2013		2018		Percent change	
	Warren	S. Main Street	Warren	S. Main Street	Warren	S. Main Street
Total working population					5.7%	0.2%
Health Care and Social Assistance	15.4%	14.0%	15.4%	15.7%	6.0%	12.5%
Retail Trade	14.2%	14.4%	13.6%	12.3%	1.1%	-14.2%
Manufacturing	10.4%	11.0%	9.7%	11.7%	-1.1%	6.2%
Accommodation and Food Services	7.5%	6.3%	8.2%	9.9%	15.1%	56.9%
Educational Services	2.5%	9.1%	2.5%	8.1%	6.0%	-11.7%
Administration & Support, Waste Management and Remediation	6.0%	5.1%	6.2%	6.7%	8.7%	32.7%
Professional, Scientific, and Technical Services	9.0%	6.1%	9.1%	5.8%	6.4%	-4.8%
Public Administration	0.0%	5.6%	0.0%	5.5%	--	-1.7%
Construction	5.4%	4.2%	6.2%	5.4%	20.4%	30.2%
Wholesale Trade	6.5%	5.9%	6.0%	4.3%	-2.2%	-27.9%
Transportation and Warehousing	3.9%	4.9%	4.4%	3.9%	17.7%	-20.0%
Other	19.3%	13.3%	18.9%	10.7%	-1.9%	-19.9%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics

Education

Educational attainment among neighborhood residents, for the most part, trails behind that of Phillipsburg, Warren County, and the state of New Jersey as a whole. Just 74.6% of residents 25 years and older have achieved a high school diploma or the equivalent, and 14.8% have a bachelor's degree or higher.

Table 12: Highest Level of Educational Attainment (Age 25+)				
	Neighborhood	Phillipsburg	Warren County	NJ
Less Than HS Diploma	25.4%	15.4%	8.5%	10.2%
HS Diploma or Equivalent	40.3%	38.3%	30.6%	27.2%
Some College	19.5%	27.3%	27.9%	22.9%
Bachelor's Degree	6.2%	12.3%	22.1%	24.2%
Master's Degree	8.2%	5.4%	9.0%	11.2%
Professional Degree	0.0%	0.4%	1.2%	2.6%
Doctorate Degree	0.4%	0.9%	0.8%	1.6%

Source: American Community Survey 2015-2019 5-Year Estimates

Housing

There are 956 housing units in Flats neighborhood with 460 units (48.1% of the neighborhood's total) in single-family homes, 116 units (12.1% of the neighborhood's total) in 2-family houses, and 380 units (39.7% of the neighborhood's total) in multi-family buildings. Approximately 38.8% of occupied housing units are owner occupied, and 61.2% of units are renter occupied. The neighborhood homeownership rate has remained relatively constant over the last twenty years, but nonetheless is well below that of both the Town (55%) and Warren County (72%) as a whole.

Table 13: Housing Type by Number of Units	
	Percent of total units
1 unit	48.1%
2 or more units	12.1%
3 or 4 units	9.5%
5 to 9 units	14.8%
10 to 19 units	5.1%
20 to 49 units	4.5%
50 or more units	5.9%

Source: American Community Survey 2015-2019 5-Year Estimates

In the neighborhood, there are 198 units determined to be vacant, which represent 20.7% of the neighborhood's total housing units. Vacancy is higher in Block Group 309.2, at 26.3%, while Block Group 309.1 has a vacancy rate of 15.8%.

Table 14: Housing Stock Age	
	Percent
Built 2010 or Later	0.0%
Built 2000 to 2009	3.3%
Built 1990 to 1999	0.0%
Built 1980 to 1989	0.0%
Built 1970 to 1979	3.4%
Built 1960 to 1969	25.1%
Built 1950 to 1959	3.6%
Built 1940 to 1949	11.0%
Built 1939 or Earlier	53.7%

Source: American Community Survey 2015-2019 5-Year Estimates

Approximately 68.2% of housing-units in the neighborhood were built prior to 1960. Only 51 units (6.7%) have been built in the neighborhood since 1970, all of which were in Block Group 309.2.

Housing Affordability

Housing affordability is an issue for both neighborhood renters and homeowners. In The neighborhood, 43.2% of owner-occupied households and 59.1% of renter-occupied households are cost-burdened, spending more than 30% of their income on housing. Additionally, 23.5% of owner-occupied households and 21.6% of renter-occupied households are severely cost-burdened, spending 50% or more of their income on housing (**Table 8**).

Table 15: Housing Cost Burden for Renters and Homeowners				
	Renters		Homeowners	
	30% or More	50% or More	30% or More	50% or More
2010-14	64.2%	19.6%	27.1%	5.8%
2015-19	59.1%	21.6%	43.2%	23.5%

Source: American Community Survey 5-Year Estimates (2010-2014 & 2015-2019)

A household making the neighborhood's median household income of approximately \$35,000, would have to spend no more than \$875 a month – 30% of the household's income – on housing costs for the housing to be considered affordable. The median gross rent for all neighborhood rental units, regardless of size, is between \$870 and \$1,076, with median rents higher for apartments with three or more bedrooms.

Table 16: Gross Rent by Number of Units			
Gross Rent in 2015-2019	Number of Units		
	0-1 Bedroom Units	2 Bedroom Units	3 or more Bedroom Units
< \$300 / month	19	0	0
\$300-\$499/month	19	7	0
\$500 - \$749 / month	55	13	0
\$750-\$999 / month	40	41	126
> \$1,000 / month	13	73	103

Source: PolicyMap -- American Community Survey 5-Year Estimates (2010-2014 & 2015-2019)

Nearly a third of renter housings (32%), and 16.5% of total households, live in some form of subsidized housing. More than half of these subsidized households reside in one of the two public housing communities in the neighborhood: Andover-Kent Towers, 638 South Main Street, built in 1961; and the John F. O'Donnell building, 235 South Main Street, completed in April 1966. Residents of these two buildings, represent 18.8% of renter households, and 9.5% of all neighborhood households regardless of housing tenure.

Homeownership

The number of homeowners in the neighborhood has remained relatively constant over the last two decades. Currently, homeowners in the neighborhood tend to be older. Nearly one-in-five homeowners is age 65 or older, and there are no homeowners younger than 35. Only 60% of homeowner households currently has a mortgage, while 40% of homeowner households own their homes free and clear.

Table 17: Homeownership by Age	
Age of Homeowner	Percentage of Total Homeowners
Younger than 35	0%
35-44	15.9%
45-64	64.7%
65 and older	19.4%

Source: PolicyMap -- American Community Survey 5-Year Estimates (2010-2014 & 2015-2019)

Looking at Class 2 residential (1-4 family) property sales in the neighborhood from 2007 through 2019, sale prices declined sharply from 2007 to 2010 before stabilizing in the \$53,000-\$57,000 range for the next decade. Roughly a third of residential sales (35.8%) during this time have been made to owner occupants, with 64.2% going to non-owner occupants.

Table 18: Class 2 Residential Property Sales (2007-2019)					
Year	Total	Arms-Length Transactions	Owner-Occupant Purchases	Investor Owner Purchases	Average Sale Price of Arms-Length Sales
2007	62	46	24	22	\$121,165.76
2008	51	30	14	16	\$102,663.33
2009	48	25	14	11	\$55,370.36
2010	53	37	13	24	\$47,163.51
2011	38	19	10	9	\$53,424.00
2012	43	25	7	18	\$53,185.92
2013	39	25	8	17	\$52,341.96
2014	38	20	8	12	\$47,205.00
2015	48	23	6	17	\$50,802.17
2016	46	34	15	19	\$53,185.35
2017	84	52	14	38	\$56,494.31
2018	71	48	17	31	\$51,616.71
2019	69	57	15	42	\$83,354.53
Total	690	441	165	276	\$66,946.61

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

Given the neighborhood's relatively low home prices and property taxes, homeownership compares favorably to renting, and would actually be affordable for a family earning the neighborhood median income of approximately \$35,000. The monthly payment on a home purchased for \$68,000 at five percent down, with a 30-year fixed-rate mortgage at 5% interest and \$4,456 in annual property taxes would be just over \$800.00. This is lower than the neighborhood's median gross rent of between \$870 and \$1,076, although a homeowner would also experience additional costs due to maintenance, and potential opportunity costs due to the down payment.

Table 19: Homeownership Cost Model	
Purchase Price	\$68,000
Down Payment	5%
Mortgage Principal	\$64,600
Interest Rate on a 30-Year Fixed Rate Mortgage	5%
Annual Property Taxes	\$4,456 (Phillipsburg average on Class 2 Residential Properties)
Annual Homeowners Insurance Premium	\$1,000
TOTAL MONTHLY PAYMENT PITI – Principal, Interest, Taxes, and Insurance	\$801.45

Health

According to the Health Resources and Services Administration (HRSA) in 2020, the neighborhood is considered a Medically Underserved Area, a designation given to communities with "too few primary care providers, high infant mortality, high poverty, and/or high elderly population." According to 2015-2019 ACS estimates, 17.1% of residents do not have health insurance.

Table 20: Selected Health Statistics				
	Flats Neighborhood	Phillipsburg	Warren County	NJ
Obese Adults (BMI of 30.0+)	28.8%	28.9%	29.1%	25.6%
Life Expectancy at Birth	75.2 years	76.5 years	80.0 years	79.6 years

Source: CDC National Center for Health Statistics (2018); Life Expectancy is from the CDC (2010-2015)

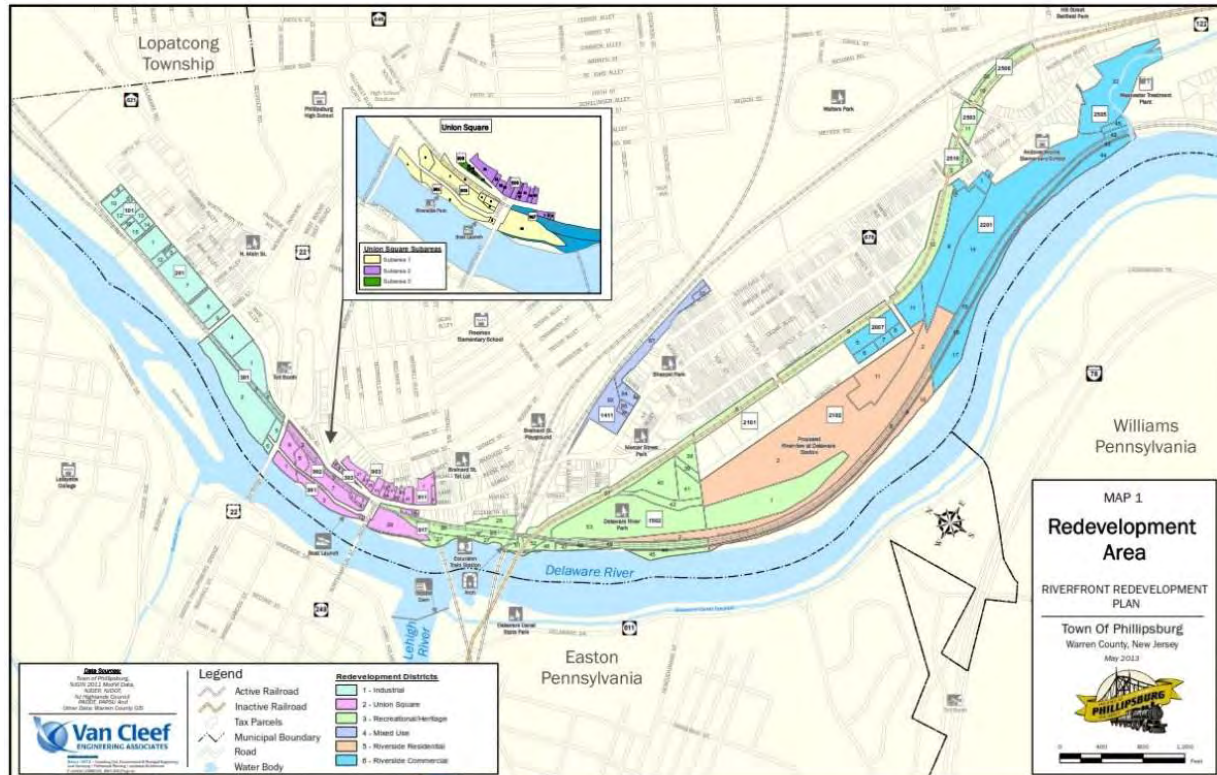
In terms of lifestyle, in 2017 32.7% of adults reported being physically inactive in the past 30 days and 15.7% of adults reported eating less than one serving of fruit or vegetables per day. The neighborhood population's rates of chronic conditions and obesity are generally consistent with those of Warren County and the state.

Evidence of Neighborhood Distress

The Warren County, NJ HUD Metro FMR Area establishes the area median income for a four-person household at \$97,800. The low (80%) income threshold is \$78,500. In the South Main Street Neighborhood, 653 households, or 88.0%, make less than \$75,000 per year. Additionally, the very low (50%) income threshold is \$49,150. 549 households in the neighborhood make less than \$50,000, approximately 74.0% of all neighborhood households.

Other Plans

The **Town of Phillipsburg Riverfront Redevelopment Plan**, initially designated in 2005 and most recently amended in 2021, covers approximately 45% of the South Main Street Neighborhood. The Redevelopment Plan seeks to “capitalize on the recreational and cultural assets of the riverfront district to support the revitalization of the historic downtown through the creation of new business, residential, and eco-tourism opportunities.” Among its goals are redeveloping underutilized and non-productive properties, promoting accessibility and recreational use of riverfront land, building new residential neighborhoods and support facilities, and facilitating cultural and historical tourism.



Map of the riverfront redevelopment area

To achieve these objectives, the plan divides the redevelopment area into six redevelopment districts, with five of them falling partially or completely within the South Main Street Neighborhood. District 2, running from the Northampton Bridge to Union Square in the neighborhood calls for commercial and mixed-use development, as well as connection to the Riverfront via sidewalks and pedestrian trails. District 3, composed of Delaware River Park and adjacent greenways, permits public recreational use, mainly parks and trails, and associated tourism activities. District 4, located near the northern boundary of the neighborhood next to the located along the Central Jersey Railroad tracks, is a mixed-use district and supports new residential and commercial uses at a relatively high density. District 5, Riverside Residential, provides for mid-rise residential buildings along Howard Street with low-rise residential buildings behind to buffer between light industrial uses and the adjacent park and greenspace. This district permits retail and office uses that serve the immediate needs of the residential development on the first floor of mid-rise buildings only. Finally, District 6 is designated as Riverside Commercial and permits commercial, office, and indoor recreational uses. The plan indicates that all future development within the Riverfront Redevelopment Area will be required to incorporate or accommodate applicable portions of the proposed Riverfront Heritage Trail.

This neighborhood plan is not in conflict with the Redevelopment Plan and supports its goals of transforming vibrant residential and commercial development in un- and under-developed areas, increasing access to and use of the riverfront, and enhancing the neighborhood's recreational, cultural, and historical assets.

The **Town of Phillipsburg Master Plan** was first adopted in 1988 and most recently examined in 2013. The Master Plan highlights several goals falling within the realms of Land Use, Housing, and Transportation, including maintaining South Main Street as a mixed-use central business district; protecting undevelopable land while encouraging development of the highest and best use on developable land; rehabilitating and maintaining a diversity of housing options including at least 20% of the Town's housing as affordable for those with low- and moderate-incomes; and improving streets and intersections while reducing congestion. The 1996 update reaffirmed these goals while indicating that many of the challenges have been mitigated by appropriate changes in the Municipal Zoning Ordinance.

The plan was significantly updated in both the 2004 Master Plan Update and 2013 Reexamination, to include the addition of Conservation; Community Facilities, Recreation, and Open Space; Historic Preservation; Economic; and Recycling Plans. These additional strategies strengthen the Master Plan's commitment to preserving open space and historic resources, economic development, and sustainability. This Plan is in-line with the goals of the Town's Master Plan and seeks to actualize a diverse mixed-use South Main Street district and a diversity of housing options for neighborhood residents.

The **Historic Preservation Plan Element**, prepared by Van Cleef Engineering Associates and adopted in 2017, identified three historic sites on the New Jersey and National Registers of Historic Places and eight historic sites in the neighborhood that have received Certifications of Eligibility or Determinations of Eligibility from the State Historic Preservation Officer (SHPO). This plan also proposed several riverfront trails that create a trail network that runs along the Delaware River and old rail beds from the Northampton Bridge south toward Pohatcong Township. The other

recommendations in this plan include the creation of a Historic Preservation Commission to coordinate preservation efforts and the rehab of other buildings and facades to preserve the historic character of the districts. The Plan aims to ensure the trail network along the Delaware River is built as well as working to ensure that the historic character of neighborhood properties is preserved and highlighted.

The **South Main Street District Neighborhood Preservation Program Plan**, developed by NORWESCAP, the Town of Phillipsburg and New Jersey Community Capital, was completed in February of 2020. The development of this plan unlocked opportunities for investment in the neighborhood, capitalizing on the potential of the numerous assets in the South Main Street District. The strategies developed in the NPP plan, which covers a significant portion of the larger South Main Street Neighborhood, are consistent with those put forth in this Plan. Strategies aimed at improving the business district were modified to account for the stretch of business along South Main Street from the Northampton Bridge to the boundary of the South Main Street District as it relates to the NPP Plan.

The **Warren County Morris Canal Greenway 25-Year Action Plan** was completed in June 2012. The historic route of the canal begins at the Morris Canal Arch off of Market Street providing primary access to the proposed Morris Canal Greenway. The Canal spans 2.25 miles through the Delaware River State Park and parts of the neighborhood business district. Strategies proposed include supporting Phillipsburg's efforts to develop a riverfront trail connecting existing parking facilities to the Morris Canal; stabilizing and restoring the canal arch; supporting connections to Delaware River Train Excursion, Main Street, Delaware River Park and Easton utilizing the abandoned rail bridge; developing and installing trail markers and signage in coordination with the historic district; and acquiring or dedicating open space to connect South Main Street with the canal and/or Delaware River Park via Mercer, Stockton and, McKeen Streets. Additionally, the **Warren County Open Space Plan** (2018) reaffirmed the creation of a 100-foot greenway on either side of the Morris Canal as a high priority, in addition to the other goals noted in the Greenway Action Plan. Realizing the build-out of the Heritage Trail network (the Morris Canal Greenway and associated rail-trails) is a goal of this Plan and one that residents, town officials, and other stakeholders are eager to achieve.

Section 3: Neighborhood Assets and Involvement

The South Main Street Neighborhood has a number of important community and regional assets that will support its revitalization.

Community Assets

Medical

Dental Health Associates, P.A. (Dental)	320 S Main St
Life Choices (Pre Natal)	411 S Main St
Coventry Family Practice (Medical)	468 S Main St
St. Luke's Family Medicine (Medical)	352 Northampton St, Easton, PA
Phillipsburg Center – Genesis Health Care (Rehab)	843 Wilbur Avenue
Fresenius Kidney Care Center (Dialysis)	471 Center Street
American Women's Services (OB/GYN)	157 So Main Street
Lee Services, Inc (Programs and services for those with Developmental and Intellectual Disabilities)	401 So Main Street
Catholic Charities Family Service Center (Behavioral Health)	700 Sayre Ave.

Transportation

NJ Transit Bus 890	South Main Street and Mercer Street
NJ Transit Bus 891	South Main Street and Mercer Street
Warren County Shuttle	Neighborhood Stops: Shappell Park; Sitgreaves St.

Educational

University Of Real Estate & Business Education	140 S Main St
Phillipsburg School District Office Of Special Services	712 S Main St
Saint Phillip & Saint James School	137 Roseberry St
Head Start Program	309 South Main Street

Parks/Recreation

Phillipsburg Skate Park	Market St between Hanover St & Reese Ct
Walters Park	Meyner Rd
Shappell Park	S Main St between Jersey St & Sitgreaves St
Delaware River Park	Howard St
Mercer Street Park	Mercer St & Ivy Alley
Brainard Street Playground	Brainard St
Brainard Street Tot Lot	Brainard St

Community

Traditions Family Success Center	712 S Main St
Catholic Charities, Phillipsburg Social Service Center	387 S Main St

Police/Fire Stations

Phillipsburg Fire Company No. 1	219 South Main Street
Phillipsburg Fire Company No. 2	542 South Main Street

Celebrations/Events

Annual Community Day of Action	Shappell Park, Walters Park, Delaware River Park, South Main Street (Fall)
Pork Roll Palooza	Shappell Park (Fall)
Easton-Phillipsburg Halloween Parade	Starts in the neighborhood on McKeen St. and marches to Center Sq. Easton, PA
Phillipsburg Annual Tree Lighting	Shappell Park
Car Show/Cruise Night	Joes Steak Shop Parking Lot, 274 South Main St. (Tuesdays, May-October)

Retail/Commercial Corridor

South Main Street Commercial Corridor	Cross Street to McKeen Street
South Main Street Commercial Corridor	Northampton Street Bridge to Hudson Street

Regional Assets

Waterfront

Delaware River Park

Performance Space

Delaware River Railroad Excursions	100 Elizabeth Street
Shappell Park Gazebo	Shappell Park
Dance Phillipsburg	474 South Main Street

Museum

Phillipsburg Railroad Historians, 10 Pine Alley

Hospital

St. Luke's Hospital, Warren County Campus, 185 Roseberry St.

Municipal Revitalization Priority

The neighborhood is a revitalization priority for the Town of Phillipsburg. The Town's Riverfront Redevelopment Area Plan, most recently amended in 2021, designates about 45% of the neighborhood area as redevelopment districts. The Redevelopment Plan seeks to "capitalize on the recreational and cultural assets of the riverfront district to support the revitalization of the historic downtown through the creation of new business, residential, and eco-tourism opportunities." Among its goals are redeveloping underutilized and non-productive properties, promoting accessibility and recreational use of riverfront land, building new residential neighborhoods and support facilities, and facilitating cultural and historical tourism.

The five redevelopment districts in the neighborhood seek to achieve the following: District 2, running from the Northampton Bridge to Union Square in the neighborhood calls for commercial and mixed-use development, as well as connection to the Riverfront via sidewalks and pedestrian trails. District 3, composed of Delaware River Park and adjacent greenways, permits public recreational use, mainly parks and trails, and associated tourism activities. District 4, located near the northern boundary of the neighborhood next to the located along the Central Jersey Railroad tracks, is a mixed-use district and supports new residential and commercial uses at a relatively high density. District 5, Riverside Residential, provides for mid-rise residential buildings along Howard Street with low-rise residential buildings behind to buffer between light industrial uses and the adjacent park and greenspace. This district permits retail and office uses that serve the immediate needs of the residential development on the first floor of mid-rise buildings only. Finally, District 6 is designated as Riverside Commercial and permits commercial, office, and indoor recreational uses. The plan indicates that all future development within the Riverfront Redevelopment Area will be required to incorporate or accommodate applicable portions of the proposed Riverfront Heritage Trail.

Additionally, the Town of Phillipsburg has designated the neighborhood section of South Main Street south of the Central New Jersey Railroad Bridge as its target district for its participation in the Neighborhood Preservation Program (NPP). Over the last two and a half years, the Town has invested over \$800,000 in NPP funds into improving the South Main Street Neighborhood and supporting its businesses.

Recent Investment

The neighborhood has seen significant private investment over the last several years with at least twelve new businesses opening in the neighborhood over the last two and a half years. All of these businesses made significant upgrades and renovations to their spaces before opening. These new businesses are as follows:

Business	Address	Type
Comeback Café	60 South Main St.	Restaurant
Society Beauty Lounge	120 South Main St.	Salon
Main Street Café	150 South Main St.	Restaurant
Driven Skate Shop	141 South Main St.	Skate Shop
Studio 3R	260 South Main St.	Design and Artisan Studio
Princess Powder Room	338 South Main St.	Salon
Filet and Soul Experience	366 South Main St.	Restaurant
Charley's Bakery	390 South Main St.	Bakery
Drip Painting Lounge	393 South Main St.	Art and Entertainment Venue
Melt Ice Cream Bar	140 South Main St.	Ice Cream Parlor
Tshikovi Tea House	74 South Main St.	Tea Shop
Café X	115 South Main St.	E-Sports Cafe



Shappell Park Gazebo

Section 4: Proposed Vision, Strategies, Activities, and Outcomes

Vision Statement

The South Main Street Neighborhood is undergoing a rebirth and residents, business owners, and other partners are joining together to make it happen. We recognize that there is still more to do to make this neighborhood a vibrant and safe place to live, shop, and recreate. Together, we are embracing our diverse backgrounds and experiences to make The South Main Street Neighborhood a neighborhood of choice with quality housing, active storefronts, a natural riverside, walkable streets, and much more.

From the vision come three key goals:

Goal #1: Safe, Stable, Affordable Housing

Goal #2: Economic Opportunity for All

Goal #3: Community Building

Strategies

Goal #1: Safe, Stable, Affordable Housing

Strategy 1.1: Build housing and return vacant homes to productive use:

Housing affordability is a significant challenge for neighborhood residents. More than one out of every five (21.6%) renter households, and nearly one out of every four homeowner households (23.5%) spend at least half of their income on housing costs. This affordability challenge is even more acute when considering that public housing represents 22% of all occupied rental units.

The number of housing units in the neighborhood has been constant since 2000. There has also been little new construction in the neighborhood in the past 50 years, and most properties were built before 1939. At the same time, there are significant numbers of abandoned and vacant properties in the neighborhood, with the most recent ACS estimating that 20.7% of neighborhood housing units are vacant. In the resident survey, respondents identified abandoned and vacant properties as the top issue to address because of their connection to crime, constraining effect on the housing supply, and negative impact on neighborhood property values.

Norwescap, the Town, and partners have worked to address these challenges. The Town has adopted ordinances that enable it to utilize the powers granted by the state Abandoned Properties Rehabilitation Act, and Mayor Tersigni has prioritized addressing severely dilapidated properties during the first two years of his administration. The Riverfront Redevelopment Plan, amended in 2021, seeks to spur the construction of new housing. In 2020, Norwescap acquired from the Town an abandoned neighborhood property which it is rehabilitating into an affordable homeownership opportunity. Norwescap intends to continue rehabilitating neighborhood properties, both on its own and in partnership with collaborative partner Warren County Habitat

for Humanity. Norwescap will also seek to attract and support other mission-aligned developers in rehabilitating the neighborhood.

This strategy seeks to continue and accelerate the construction of new and rehabilitated vacant housing units in the neighborhood in ways that increase the housing supply, enhance, and preserve affordability, and eliminate vacant and abandoned properties.

Activities

- Develop formerly vacant lots with new housing units, consistent with the Redevelopment Plan, and with a priority on producing long-term affordable units
- Acquire and rehabilitate distressed or abandoned properties by strategically and aggressively applying the Town's abandoned properties ordinances
- Develop and support partnerships with Warren County Habitat for Humanity and with other mission-aligned developers to increase the available capacity to accelerate housing construction and rehabilitation work
- Support advocacy efforts that increase the supply of affordable housing in the neighborhood, particularly through the implementation of the redevelopment plan

Strategy 1.2: Maintain and Increase Homeownership

The South Main Street Neighborhood has a relatively high rate of homeownership, with 38.8% of households owning their homes. The number of homeowner households in the neighborhood has remained relatively constant over the last twenty years, providing stability within the neighborhood. Nonetheless, the neighborhood homeownership rate is still below that of both the Town (55%) and Warren County (72%) as a whole. The neighborhood has ample supply of single-family homes, which comprise 48% of total housing units, and has the potential to increase its homeownership rate closer to the Town average.

With an average home sale price of approximately \$67,000 over the last thirteen years, and low property taxes, homeownership represents an affordable opportunity even for families making the neighborhood median income, and, on average, may cost less than paying the neighborhood's median rents. Additionally, the high number of currently vacant properties in the neighborhood -- 20.7% of neighborhood housing units -- present opportunities to increase the supply of homeownership properties. While the neighborhood is often referred to as a "starter home" community, the reality is that only 15.9% of homeowners are younger than age 45 (compared to 19.4% of homeowners who are age 65 and older), and no homeowners are younger than age 35.

Maintaining and increasing the stability provided by homeownership in the neighborhood also requires supporting the maintenance of existing homeowners. This is an acute concern given that 23.5% of homeowners spend more than 50% of their income on housing. In addition to the generally low incomes of residents, This is likely due to both the age of neighborhood homes, and the fact that 19.4% of neighborhood homeowners are age 65 and older.

Norwescap has a long history of supporting individuals and families who want to become homeowners. Their Individual Development Account (IDA) and Matched Savings Programs help individuals and families establish good saving habits, learn to budget, gain financial and credit knowledge, and save for a major goal, like purchasing a home. The organization has also supported local homeowners in maintaining their older homes through its weatherization assistance program. Additionally, partner Habitat for Humanity runs a critical home repair program that provides affordable repairs for low-income homeowners.

Through this strategy, Norwescap will maintain and increase the level of neighborhood homeownership by supporting aspiring home buyers in preparing and saving for homeownership. It will do this through offering pre-homeownership counseling services, and offering incentives for the purchase of local homes, like savings matches and down payment assistance grants, leveraging its Family Success Center network to reach young families, and building relationships with local realtors

It will also support existing homeowners in staying and aging in place in their homes, through critical home repair program and weatherization services. Norwescap currently runs a strong in-house weatherization program operating throughout Warren County, and partner Warren County Habitat for Humanity runs a critical home repair program.

Activities

- Expand pre-homeownership counseling services, with a particular outreach focus on young families participating in Norwescap's Family Success Center programs
- Maintain and expand Individual Development Account (IDAs), Down Payment Assistance, and other incentive programs
- Build relationships with local realtors to help better position aspirant owner-occupant homeowners in successfully navigating the home sale market
- Provide home repairs and weatherization services to existing homeowners.

Goal #2: Economic Opportunity for All

Strategy 2.1: Strengthen the business district by improving its physical space

As recognized by the Town and partners and reflected in the Neighborhood Preservation Program Plan, South Main Street has numerous physical assets needed to be a great retail and culinary destination serving the needs of both residents and visitors. The area has historic character, with Phillipsburg Commercial Historic District, many commercial and mixed-use building that sport decorative architectural features, and interesting historic railway and canal infrastructure. South Main has multiple walkable blocks of side-by-side retail storefronts. Many of these blocks are lined with trees and decorative streetlamps. Shappell Park creates the feeling of an old-fashioned town square, and the northern part of South Main Street offers views of the river, the bridge, and downtown Easton. Locationally, South Main Street is walkable from the attractions of downtown

Easton and has its own local attraction – Delaware River Railroad Excursions – that draws over 100,000 visitors to the neighborhood annually.

Catalyzed by the NPP program, these physical assets have been enhanced over the last few years through recent investment in the form of decorative banners, a new pavilion constructed in Shappell Park, and a concerted community clean-up effort. Yet there is more that can be done to further enhance and develop the physical assets of the commercial district.

This strategy proposes a number of investments in the physical space of the South Main Street district. First is a proposed façade and exterior-improvement program that will seek to improve and beautify neighborhood storefronts. This program will place particular emphasis on highlighting historic or decorative architectural elements and casting light into the pedestrian realm. It can also be used to improve and temporarily beautify vacant storefronts when they arise with public art or other decorative displays.

Second, investments should be made in improving the mobility infrastructure on South Main Street. Such investments include improved bike and pedestrian infrastructure, like bikelanes and high-visibility, clearly-marked crosswalks. It should also include clearly marked parking, including restriping the parking spaces on South Main Street, and improved wayfinding signage for both pedestrians and motorists. Additionally, special priority should be placed on improving the pedestrian realm connecting northern and southern South Main around the Black Bridge. Third, decorative elements should be installed throughout the district. These elements included district banners, decorative lighting, and public art. Where appropriate, a creative placemaking approach should be deployed to create key district nodes with street furniture like benches and tables, and other decorative elements. Lastly, this strategy proposes redeveloping un- or under-utilized parcels on South Main Street in ways appropriate for a historic, pedestrian oriented downtown retail district.

Activities

- Implement a façade and exterior-improvement program
- Improve mobility infrastructure, including improved bike and pedestrian infrastructure, clearly marked parking, and improved wayfinding signage
- Install beautification elements, including district banners, decorative lighting, public art, and district nodes
- Redevelop un- or under-utilized parcels on South Main Street in ways appropriate for a historic, pedestrian oriented downtown retail district.

Strategy 2.2: Strengthen the business district by developing its businesses and marketing

The South Main Street District has a diverse and eclectic mix of businesses that help make it a retail, experiential, and culinary destination. Delaware River Railroad Excursions bring in over 100,000 visitors per year to their trips. There are numerous dining options, from riverside dining at Soma or Sand Bar, comfortable casual at Sullivans, high-quality fast food at Joe's Steaks, and

pizza at Rocco's. Patrons can get specialty teas at Tshikovi Tea House, baked goods at Kumi's Bakery, or a frozen treat at either Melt or Ice Cream Junction. They can visit Bicycle Funatic, a tailor shop, a medical cannabis dispensary, and a number of second-hand stores.

The district's mix of businesses truly make it a destination. This strategy seeks to preserve and strengthen this business mix. It will support existing small businesses through grants and education that allow for critical investments and make their businesses more sustainable. It will also provide incentives and support to create new, complementary businesses to the district, and support local entrepreneurs in starting up a business. Lastly, it will support joint marketing efforts that highlight the district as a true retail, experiential, and culinary destination to prospective patrons from outside of the neighborhood. These include marketing events like the district's popular annual Pork-Roll-Palooza.

Activities

- Provide business skills training and education directly and through grants to help existing businesses and non-profits improve their efficiency and capacity
- Provide business improvement grants, support to new businesses and incentivize existing businesses to invest in ways that will help them grow and improve customer experience
- Provide training and support to local entrepreneurs looking to develop and grow new business ventures, including supporting pop-up markets or shared retail spaces to showcase their products
- Engage in district marketing and promotional events that attract patrons to the district

Strategy 2.3: Increase Access to Good, Sustainable Jobs

While the neighborhood has a relatively low unemployment rate, many of the jobs in which residents are employed are low paying, as reflected in the neighborhood's median household income of only \$34,628. Some of this is a factor of the neighborhood population's relatively low educational attainment: 25.4% of residents age 25 and older have not completed a high school diploma or equivalent – a rate 2.5 times the state average – and only 14.8% have a bachelor's degree or higher, compared to 40% statewide.

After decades of industrial disinvestment, including the closure two decades ago of Phillipsburg's Ingersoll Rand plant, which was once the Town's major employer, Phillipsburg and the region have recently received increasing investment and attention from logistics and warehousing employers. Major corporations like Uniqlo, Mark Anthony Brands, and Scotts Miracle-Gro have all established a logistics presence in the area. As increased demand for e-commerce accelerated by the pandemic and challenges recruiting workers have raised wages in the logistics sector in roles that do not require a college degree, it has made the sector a compelling local workforce opportunity.

Another sector with the potential to provide good jobs is the health care industry. Health care is the sector with the largest employment share in both Warren County and the neighborhood. St.

Luke's University Health Network is the major healthcare employer in Warren County, with its hospital located in Phillipsburg just a little over a mile from the neighborhood.

This strategy seeks to help residents access quality, sustainable jobs through training and advocacy. Activities will include training programs for residents with particular focus on the logistics, retail, and other growth industries. It will also support residents in improving their educational credentials through community college, GED classes, English as a Second Language classes, and other educational programs. Lastly, it calls for Norwescap to build relationships with key local employers and advocate for fair pathways to good jobs for residents.

Activities

- Work with Warren County Community College and other collaborators to support residents in accessing job training, especially around logistics and warehousing
- Support residents in completing their GED, learning English, and earning an Associate Degree or professional certificate at the Community College
- Connect residents to healthcare job opportunities through exploring a potential partnership with St. Luke's Medical Center
- Advocate for the creation of good local jobs and pathways for residents to access them

Goal #3: Community Building

Strategy 3.1: Cultivate an organized and civically active community

Over the past several years, Norwescap has worked hard to bring community stakeholders together to tackle challenges and opportunities like preventing crime, improving Delaware River Park, and strengthening South Main Street through the Neighborhood Preservation Program. Additionally, for the last three years, Norwescap has organized a community day of action in which residents volunteered to spruce up Delaware River and Shappell Parks and clean up downtown.

This neighborhood planning process presented another opportunity to bring the community together. Despite the challenges presented by the COVID pandemic, the process pulled in residents from the neighborhood's grassroots, bridged linguistic divides, and leveraged the networks developed by Norwescap's Family Success Center.

This strategy seeks to continue the process of bringing the community together to improve the community and solve problems. It will do this by funding organizing and leadership development training and infrastructure. It will formalize a block captain program that will allow for sustained recruitment and mobilization of neighborhood residents into efforts to improve the community. It will also support community members in organizing and carrying out their own community improvement projects, like clean ups and beautification projects. Lastly, it will ensure that community members have a space within the neighborhood for community meetings, events, and other gatherings.

Activities

- Hire community organizers to develop an organizing plan for the neighborhood including facilitating organizing trainings
- Encourage sustained resident leadership by developing a block captain program and other leadership opportunities
- Collaboratively plan community improvement initiatives including neighborhood cleanups and public art installations
- Support tenant rights advocacy across public housing communities and private rentals through organizing and rights trainings
- Develop and maintain a community meeting space to facilitate the community organizing plan and support community building and leadership development activities

Strategy 3.2: Community and youth programs:

During the planning process, both the survey and the community meetings highlighted the importance and priority of community programs. These important community-building investments can help bridge linguistic, cultural, and racial divisions between neighborhood residents and forge common bonds. Particular priority was placed on programs for children and youth. Approximately 85.6% of children age 18 or younger in the neighborhood live in a single-parent household.

Residents and stakeholders were especially interested in more, local, and affordable programming for neighborhood youth in areas such as sports, education, and the arts. Participants identified barriers to existing programming such as cost or transportation. They also felt that the traditional programming offered needs to be expanded and enhanced to meet the needs of a more diverse population. As a result, this strategy seeks to expand and enhance the programming available in the neighborhood.

Activities:

- Organize and facilitate neighborhood-wide events, programs, and community celebrations
- Enhance and expand existing youth development programming in partnership with NJ Youth Corps and other partners
- Leverage existing family-focused programming at the Family Success Center to engage neighborhood youth and families
- Promote inclusivity by encouraging bi-lingual event marketing and execution

Strategy 3.3: Improve parks and public spaces

The South Main Street Neighborhood is replete with active and passive recreational spaces. Walters Park, a 24.6 acre park located at the northeastern tip of the neighborhood, is home to a playground and multiple sports fields providing for the recreational needs of all ages. Shappell Park is a beautiful, shaded sitting area and that provides respite for the patrons of South Main Street businesses. Delaware River Park's approximately 17 acres located along the Delaware River provide waterfront and trail access and connections to the Morris Canal Greenway. Other park assets in the neighborhood include the Phillipsburg Skate Park and Mercer Street Park, while the Brainard Street Playground and Brainard Street Tot Lot are located on the border of the neighborhood. The Town and community stakeholders have prioritized the renovation and upgrade of the neighborhood's parks and public spaces. The rehabilitation of the municipal pool at Walters Park is currently underway and the Town recently installed new features within Shappell Park. Norwescap has a long history of investing in Delaware River Park and plans to continue making improvements and programming the space into the future. In 2014, the Town developed a concept for a Riverfront Heritage Trail System that proposed seven trails throughout the neighborhood, connecting parks, key historic assets, and existing trail systems in other municipalities.

In addition to preserving natural beauty and historic assets, park improvements and trail development can also improve community health. In 2017, 32.7% of neighborhood adults reported being physically inactive in the past 30 days, and the neighborhood's adult obesity rate is slightly higher than the statewide figure.

This strategy calls for continued investment in improving neighborhood parks and green spaces.

Activities:

- Partner with the Town of Phillipsburg and Warren County to support the revitalization, maintenance, and programming of neighborhood parks, trails, and recreational spaces including increased and improved signage
- Realize the development of the Heritage Trail System

Strategy 3.4: Maintain Public Safety

Norwescap and the Phillipsburg Police Department (PPD) have worked hand-in-hand to address criminal activity, nuisance conditions, and other unsafe behavior in the South Main Street Neighborhood. Under the Community Based Crime Reduction (CBCR) grant that Norwescap received from the US Department of Justice, these partners helped to divert youth offenders from the criminal justice system and provide them with alternate supports.

In addition to the diversion program, Norwescap worked to apply the principles of Crime Prevention Through Environmental Design (CPTED) in the neighborhood. Through these efforts, it has worked with neighborhood businesses to support the installation of motion-sensor lighting, security cameras, and other treatments to improve public safety. In 2020, Norwescap commissioned a comprehensive CPTED study of the South Main Street corridor, delivering

recommendations on how to create better natural surveillance, provide adequate lighting, reduce feelings of entrapments from small alleys between buildings, and create a sense of ownership.

Moving forward, Norwescap will work with residents and the PPD to implement these CPTED recommendations and to address lingering public safety concerns that residents voiced during the planning process. Among the challenges residents identified in community meetings and in the resident survey were: drug activity, dark and unkempt alleyways, vagrancy and loitering in the parks and along South Main Street, as well as vehicular speeding and truck traffic.

Activities:

- Implement CPTED interventions throughout the neighborhood, such as improved lighting, natural surveillance, maintenance, and access control; and target hardening of identified “hot spots”
- Work with the PPD and local social service providers to address drug activity, vagrancy, and loitering in neighborhood parks and along South Main Street
- Encourage formal and informal interactions between the PPD and neighborhood residents to build rapport, such as “coffee with a cop” or neighborhood watch events
- Develop and strengthen advocacy around pedestrian and cycling safety including road and sidewalk improvements

Section 5: Participatory Planning Process –

This neighborhood plan was developed through a resident- and stakeholder-driven participatory planning process. To invite broad participation in the planning process, Norwescap conducted bilingual outreach which leveraged its community networks through its neighborhood revitalization and family success center programs. Norwescap also convened a steering committee of neighborhood stakeholders who supported outreach through their networks.

The process proceeded through a series of ten community meetings that took place throughout 2021. Each meeting was discussion-based and covered different topical areas relevant to the neighborhood plan. Two meetings were conducted entirely in Spanish, and Spanish translation was available for anyone who participated in the other community meetings. Because of precautions related to COVID-19, all of the meetings were conducted via Zoom videoconference.

An online survey was also conducted as part of the planning process as another forum through which residents and stakeholders could provide input into the plan.



Screenshot from a community meeting held via Zoom

Steering Committee

A steering committee comprised of stakeholders from local government, businesses, and community organizations was formed to help guide the planning process and support community outreach efforts. The steering committee met four times during the planning process.

Steering Committee Meetings

February 4, 2021

February 18, 2021

April 15, 2021

May 20, 2021

Community Meetings

The schedule and topics for the community meetings that formed the backbone of the planning process are as follows:

Date	Topic(s)
February 24, 2021	Neighborhood Vision and Setting Initial Priorities
March 10, 2021	Community Building and Youth Development
March 23, 2021	Economic Development and Local Businesses (Special Invitation to Local Businesses)
March 24, 2021	Parks and Recreation and Community Safety
March 31, 2021	Issues Facing Homeowners and Property Owners (Special Invitation to Property Owners)
April 6, 2021	Spanish Language: Community Building and Housing
April 21, 2021	Transportation, Social Services, and Partnerships
May 12, 2021	Spanish Language: Employment, Local Economy, and Quality of Life
May 12, 2021	Vision Statement and Proposed Strategies
December 6, 2021	Review of Final Strategies



Phillipsburg Community meeting
3/24/21 at 7pm on ZOOM



NORWESCAP
www.norwescap.org



Digital flyer for a community meeting

Section 6: Organizational Capacity ---

Norwescap is a 54-year-old community action program serving 30,000 individuals annually throughout five New Jersey counties (Hunterdon, Morris, Somerset, Sussex, and Warren) with an annual budget of over \$17 million. The organization provides services and supports community development across several domains. These include: 1) Education, 2) Health and Nutrition, 3) Financial Empowerment, 4) Employment, 5) Volunteerism, and 6) Housing and Community Development.

Some of Norwescap's major programs are:

- A 30,000 square foot Food Bank delivering over 2.5 million pounds of food annually to support over 100 food pantries, soup kitchens and camps;
- Early Head Start (ages 0-3) and Head Start (ages 3-5) programs in three counties providing comprehensive early childhood education, health, nutrition, mental health and social services; Sussex Neighborhood Plan, 2021-31 16 services to low income children and their families;
- A Career & Life Transitions Center (CLTC) that provides quality services that assist individuals, or "Displaced Homemakers", in gaining personal and economic self-sufficiency to reach their full potential through education, training, job readiness, community referrals, and supportive services;
- Financial Empowerment program that helps individuals reach financial stability by providing training focused on financial management skills that teach people how to save money. Participants receive financial and employment coaching and connection to services like family loan, matched savings, tax preparation, and job skills training;
- WIC (Women Infants and Children) Program that provides supplemental nutritious foods to pregnant, breastfeeding and postpartum women, infants and children up to the age of five; and
- Weatherization Assistance Program assists elderly, handicapped, and low income persons in weatherizing their homes, improving their heating system efficiency and conserving energy.

In Phillipsburg and the South Main Street Neighborhood, Norwescap runs Traditions Family Success Center. The Family Success Center offers information and programming on child, maternal and family health services, life skills training, parent education, home visitation, transportation, parent-child activities, advocacy training, and family success planning.

Norwescap has been the lead non-profit partner in supporting the revitalization of the South Main Street Neighborhood since 2009, when it developed the neighborhood's first NRTC neighborhood plan. The organization has successfully implemented three NRTC Project Grants based on the 2009 NRTC neighborhood plan. Norwescap also acts as the Town of Phillipsburg's program administrator of the Neighborhood Preservation Program (NPP). Since 2020, Norwescap has overseen hundreds of thousands of dollars of investment into the local business district through NPP. Additionally, Norwescap has implemented a community-based crime-reduction program in the neighborhood, through grant support from the US Department of Justice.

Norwescap has a strong and well-developed Financial Empowerment program that helps people move ahead in life by building financial management skills, providing resources to help individuals save money, and distributing small loans to increase assets and build net worth. The program provides credit and pre-homeownership counseling and runs a matched savings account program that helps families save for financial goals like the purchase of a home. This capacity will be utilized to increase the rate of homeownership in the neighborhood.

Norwescap has a strong fiscal and administrative infrastructure. Chief Executive Officer, Mark Valli, possesses nearly 30 years of experience in New Jersey State Government and non-profit managerial roles. Early in his career, he cut his teeth at the community development powerhouse New Jersey Community Development Corporation in Paterson. Chief Program Officer Chris Kirk holds a PhD in Community Psychology and has tremendous practical experience leading community-driven work in the health and social spheres. Community Development Manager Mary Jo Harris has a Master of Social Work (MSW) and over a decade of experience leading community and coalition-based work and coordinates the Neighborhood Preservation Program grant for the Town of Phillipsburg, Warren County.

Current Activities

Norwescap's current neighborhood revitalization activities in the South Main Street Neighborhood include:

- rehabilitating an abandoned home as an affordable homeownership opportunity;
- hosting quarterly homeownership workshops;
- establishing a home repair committee comprised of local residents and other stakeholders to provide critical home repairs grants to owner-occupied home owners;
- working with community residents to identify and address key issues of public safety and lack of code enforcement;
- organizing community events and celebrations; and
- providing financial support to local businesses weathering the disruption of the COVID pandemic.

Development and Service Delivery Capacity

Norwescap has a proven track record of successfully carrying out activities of similar type and scope as outlined in the proposed Neighborhood Plan. These activities include:

- Numerous improvements to neighborhood parks, including:
 - Building a playground in Delaware River Park
 - Installing a dog park in Delaware River Park
 - Lighting upgrades and improvements in both Delaware River and Shappel Parks
 - Enhancements to the Shappel Park gathering and event area
 - Landscaping improvements at both Delaware River and Shappel Parks
- Partnering with the Phillipsburg Police Department to improve public safety by implementing CPTED techniques at neighborhood hot spots and increasing police foot patrols
- Working with the Town to improve the appearance of the South Main Street business district, including the installation of decorative banners honoring local veterans

- Planning and executing community-wide events and celebrations, such as Pork Roll Palooza
- Supporting local businesses through improvement grants for façade improvements, interior renovations and signage
- Construction and renovation activities, including rehabilitating homes and facilities, weatherizing homes, and managing a home repair grant program
- Providing credit and pre-homeownership counseling, matched savings account programs, and down-payment and closing cost assistance through the Financial Empowerment program
- Organizing community residents and stakeholders to take action to improve their community through advocacy and community improvement projects, like the annual community day of action.

Inclusive of these neighborhood-based efforts, in 2020, Norwescap's comprehensive programing achieved the following:

- 2.1 million meals were provided to food-insecure households through the Norwescap Food Bank, distribution network, and community based programs;
- 11,543 children and their parents/caregivers were served through in-person and virtual learning, childcare licensing, referrals and subsidies, and nutritional and breastfeeding support;
- 1,298 adults received case management, career coaching, financial empowerment, and banking, and tax assistance;
- \$268,000 was distributed to nearly 300 at-risk families for mortgage & rental assistance, car payments, and emergency support;
- 535 families with children received toys and gifts for the holidays through the Partners in Joy Program;
- 827 volunteers packed and distributed food, reached out to seniors and other vulnerable neighbors, and offered virtual workshops for our participants;
- 414 seniors received support to reduce isolation, safely get groceries, manage stress, and maintain their health.

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Strategy 1.1: Build housing and return it to productive use	<p>Develop formerly vacant lots with new housing units</p> <p>Acquire and rehabilitate properties through the Town's abandoned properties ordinances</p> <p>Develop and support partnerships to increase the available capacity to accelerate housing work</p> <p>Support advocacy efforts that increase the supply of affordable housing in the neighborhood</p>	<p>Fewer abandoned and vacant properties</p> <p>Increase in the number and share of owner occupants as buyers in the neighborhood real estate market</p> <p>Increase in the overall quality and affordability of neighborhood housing</p>	<p>Number of properties reclaimed from abandonment</p> <p>Number and share of owner occupants as buyers in the neighborhood real estate market</p> <p>Number of severely cost-burdened residents</p> <p>Neighborhood homeownership rate</p>	<p>Periodic property condition surveys</p> <p>NORWESCAP records</p> <p>American Community Survey data</p>
Strategy 1.2: Maintain and increase homeownership	<p>Expand pre-homeownership counseling services</p> <p>Maintain and expand IDAs, Matched Savings, and other incentive programs</p> <p>Build relationships with local realtors to help better</p>	<p>Increase in the number of residents participating in pre-homeownership counseling and incentive programs</p> <p>Increase in the number of homeowners receiving weatherization and home repair services</p>	<p>The number and share of owner occupants as buyers in the neighborhood real estate market</p> <p>Number of neighborhood renters who become homeowners</p>	<p>Program participation records from NORWESCAP and partner organizations</p> <p>American Community Survey data</p> <p>SR1A data</p>

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<p>position aspirant owner-occupant homeowners</p> <p>Provide home repairs and weatherization services to existing homeowners.</p>	<p>The neighborhood's aging housing stock is better maintained and healthier for their occupants</p> <p>More neighborhood residents become homeowners</p>	<p>Number of residents participating in pre-homeownership counseling and incentive programs</p> <p>Number of residents receiving weatherization and home repair services</p>	
Strategy 2.1: Strengthen the business district by improving its physical space	<p>Implement a façade and exterior-improvement program</p> <p>Improve mobility infrastructure, including improved bike and pedestrian infrastructure, clearly marked parking, and improved wayfinding signage</p> <p>Install beautification elements, including district banners, decorative lighting, public art, and district nodes</p> <p>Redevelop un- or under-utilized parcels on South Main Street in ways appropriate for a historic, pedestrian oriented downtown retail district.</p>	<p>Improved aesthetic appearance of the business district</p> <p>Increased foot traffic and patronage of South Main Street businesses</p> <p>Improved parking options for business patrons and residents</p> <p>Businesses are safely and clearly accessible to pedestrian patrons</p>	<p>Number of façade, storefront, and mixed-use building improvements completed</p> <p>Number of aesthetic projects including wayfinding signs and public art completed</p> <p>Number of lighting, parking, and pedestrian safety improvements completed</p> <p>Residents' reported satisfaction with the parking and pedestrian amenities on South Main Street</p>	<p>NORWESCAP program records</p> <p>Community surveys</p>

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
Strategy 2.2: Strengthen the business district by developing its businesses and marketing	<p>Provide business skills training and education</p> <p>Provide business improvement grants, support to new businesses and incentivize existing businesses to invest in ways that will help them grow and improve customer experience</p> <p>Provide training and support to local entrepreneurs looking to develop and grow new business ventures, including supporting pop-up markets or shared retail spaces to showcase their products</p> <p>Engage in district marketing and promotional events that attract patrons to the district</p>	<p>Increased resident satisfaction in the quality of goods and services available in the neighborhood</p> <p>More neighborhood residents launch and run self-employment enterprises</p>	<p>Number of new retail spaces that are constructed, rehabbed, or otherwise made newly available in the neighborhood</p> <p>Number of new businesses or similar commercial enterprises that open in the neighborhood</p> <p>Number of existing businesses that stay open and continue serving the community</p> <p>Residents' reported satisfaction with how the local business district is meeting their needs</p>	<p>NORWESCAP program records</p> <p>Community surveys</p>
Strategy 2.3: Increase access to good, sustainable jobs	Work with Warren County Community College and other collaborators to	More neighborhood residents are employed in good jobs, with fair, living	Median wage for neighborhood workers	American Community Survey data

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<p>support residents in accessing job training, especially around logistics and warehousing</p> <p>Support residents in completing their GED, learning English, and earning an Associate Degree or professional certificate</p> <p>Connect residents to healthcare job opportunities through potential partnership with St. Luke's</p> <p>Advocate for the creation of good local jobs and pathways for residents to access them</p>	<p>wages, quality benefits, and full-time, year-round work</p> <p>Establishment of ESL classes advertised to neighborhood residents</p>	<p>Median household income in the neighborhood</p> <p>Share of all neighborhood workers employed year-round, full-time</p> <p>Number of residents attending ESL classes</p>	<p>US Census data</p> <p>NORWESCAP program records</p>
Strategy 3.1: Cultivate an organized and civically active community	<p>Hire community organizers to develop an organizing plan for the neighborhood including facilitating organizing trainings</p> <p>Encourage sustained resident leadership by developing a block captain program and</p>	<p>More residents participate in community meetings, committees, the block captain program, and other efforts</p> <p>Increased number of resident leaders, cultivated through the block captain program</p>	<p>Number of residents participating and leadership in neighborhood efforts</p> <p>Cleanliness and aesthetic appearance of the neighborhood</p>	<p>NORWESCAP participation records</p> <p>Community surveys</p> <p>Reports and minutes from organizing meetings</p>

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<p>other leadership opportunities</p> <p>Collaboratively plan community improvement initiatives</p> <p>Support tenant rights advocacy</p> <p>Develop and maintain a community meeting space</p>	<p>and other leadership development opportunities</p> <p>Community improvement activities and beautification projects held</p> <p>Residents are better able to advocate for themselves and act collectively to solve problems and improve the community</p> <p>Renters in the neighborhood are empowered to advocate for themselves and are supported by the broader community</p> <p>A community meeting space is established and maintained</p>	<p>Residents' perceptions of neighborhood conditions</p> <p>Number of and total participation in community improvement activity or beautification project</p>	
Strategy 3.2: Community and youth programs	<p>Organize and facilitate neighborhood-wide events, programs, and community celebrations</p> <p>Enhance and expand existing youth development programming</p>	<p>Greater diversity of community events</p> <p>Increased attendance for community events and activities</p> <p>Increased youth participation in and satisfaction with arts,</p>	<p>Number of community events hosted</p> <p>Number of attendees at community events</p> <p>Number of youth participating in</p>	<p>Community surveys</p> <p>NORWESCAP program records</p>

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<p>Leverage existing family-focused programming at the Family Success Center to engage neighborhood youth and families</p> <p>Promote inclusivity by encouraging bi-lingual event marketing and execution</p>	<p>culture, recreation, and educational programs</p> <p>Satellite library space is opened</p>	<p>extracurricular, after-school, and summer programming</p> <p>Youth satisfaction with available programming and facilities</p>	
Strategy 3.3: Improve parks and public spaces	<p>Partner with the Town of Phillipsburg and Warren County to support the revitalization, maintenance, and programming of neighborhood parks, trails, and recreational spaces</p> <p>Realize the development of the Heritage Trail System</p>	<p>Increased resident satisfaction both in general and with respect to the quality of parks</p> <p>Completion of the Heritage Trail System</p> <p>Increased pedestrian and cyclist activity and feelings of safety</p>	<p>Number of completed pedestrian safety and cycling infrastructure projects</p> <p>Number of park revitalization projects completed including signage improvements</p> <p>Resident perceptions of neighborhood parks and public spaces</p>	<p>NORWESCAP program records</p> <p>Records from the Town of Phillipsburg</p> <p>Records from Warren County</p> <p>Community surveys</p>
Strategy 3.4: Maintain Public Safety	<p>Implement CPTED interventions throughout the neighborhood,</p> <p>Work with the PPD and local social service providers to address drug activity, vagrancy, and loitering in</p>	<p>Increased safety and perception of safety in the neighborhood</p> <p>Improved visibility in neighborhood alleyways</p> <p>Improved pedestrian and cyclist safety</p>	<p>Resident perceptions of neighborhood safety, especially after dark</p> <p>Reduced incidence of crimes</p> <p>Number and type of neighborhood lighting</p>	<p>Resident survey</p> <p>Phillipsburg Police Department data</p> <p>NORWESCAP program data</p>

Appendix: Form NP-3: Projected Strategies, Activities, and Outcomes

Strategies	Activities	Projected Outcomes	Evaluation	Data Source
	<p>neighborhood parks and along South Main Street</p> <p>Encourage formal and informal interactions between the PPD and neighborhood residents to build rapport</p> <p>Develop and strengthen advocacy around pedestrian and cycling safety including road and sidewalk improvements</p>		<p>improvements made in the neighborhood</p> <p>Number and type of CPTED improvements made in the neighborhood</p> <p>Number and type of pedestrian and cyclist safety improvements made in the neighborhood</p>	