

The background image is a photograph of the Paterson River. In the foreground, the river flows over a series of rocks, creating a small waterfall. A bridge spans the river in the middle ground. In the background, a hill with bare trees is visible under a blue sky with some clouds. An American flag flies on a tall pole on the left side of the image.

CITY OF *PATERSON*

NEW JERSEY

LOOKING FORWARD

MASTER PLAN

MARCH 2014

PREPARED BY: HEYER, GRUEL & ASSOCIATES

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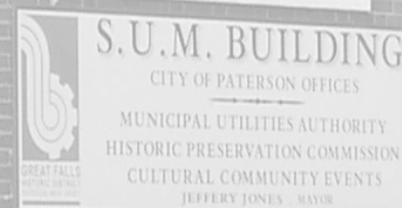
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INTRODUCTION

Paterson Great Falls National Historical Park

National Park Service | U.S. Department of the Interior



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Introduction

The City of Paterson has a long and proud history as the Nation's first planned industrial City. The City was founded in 1792 when Alexander Hamilton saw the potential of the 77 foot high Great Falls of the Passaic River and formed the Society for Useful Manufactures. Using the power of the Great Falls, the City would become the birthplace of the Industrial Revolution in the United States. Harvesting the flow of water through a system of raceways to power mills and factories, silk, locomotives, firearms, and textiles were all manufactured in Paterson. The City became known as the "Silk City" as a result of the prominence of the silk industry that dominated the City for many decades. The economic power of these industries based around the Great Falls built the City into one of the largest and most powerful in the northeast.

All of the mills and factories associated with these industries needed workers. Paterson was a major landing point for immigrants searching for work and a better life than was afforded them in their home country. People from all over the world have come to Paterson with the hopes of making a new life for their families. The City has always been a home for new immigrant communities, and each has brought their own unique culture to the City with them. Even as older generations have moved out of the City, elements of the culture they brought with them have remained to blend with that of new groups of immigrants to make the City one a diverse amalgam of cultures, peoples, and their ideals.

At its peak in the early 20th century, Paterson was the heart of commerce and culture in northern New Jersey. The Downtown of the City was where everyone in the region worked, went to shop, went to the theaters, and where the excitement of daily life played itself out. Downtown Paterson was built up with some of the finest buildings in the country at the time, many of which still remain. Banks, department stores, and civic institutions constructed Beaux Arts, Italianate, and Art Deco structures that are still shining examples of the spirit of their time.

While the City has been the home to new immigrant groups seeking a better life through the growth of industry in the United States, it has also historically been a place of struggle for working class people. The City was at the center of labor rights movements in the 19th and 20th centuries, with labor strikes, walkouts, and lockouts taking place on multiple occasions as workers sought higher wages, better working conditions, and a shorter workday. Although many of the labor strikes ended with the laborers not getting what they wanted, eventually new national labor laws would grant many of the things they sought.

Paterson may not be dominated by the silk mills and factory workers like it once was, and the labor fights of previous generations may be over, but daily life continues to be a struggle for many current residents. As industry and manufacturing left the City, and most of the northeast region for that matter, jobs and wealth left with it. Average incomes for families in Paterson are low. Unemployment in the City is high, and so is crime. Managing to survive for many families in Paterson can be difficult. Yet there is hope, and promise and potential that the future of the City will be better than it is today. The Great Falls which powered the City's first economic boom have been designated as a National Historical Park. Industry is returning. The largest hospital in the region, located in Paterson, is growing. The City is positioned geographically, economically, and socially to capitalize on its many assets and be a leader among 21st Century cities. The City is ready to rebound from its decline and return to prominence.

Master Plan

The City of Paterson has long been associated with planning efforts. The City was originally planned by Charles Pierre L'Enfant, who also designed the original plan for Washington DC. Although much of L'Enfant's original plan never came to be, it does demonstrate that Paterson has been at the forefront of planning for centuries. From the original plans to harness the power of the Great Falls, and create an industrial City surrounding them, to the urban renewal plans of the 1950's and 1960's, up until the City's last Master Plan in 2003, Paterson has always had a plan to direct its development.

This document, the City's latest Master Plan, is intended to serve as the blueprint for the development and growth of the City going forward. The Master Plan sets the foundation for land use regulations such as zoning and design standards, as well as provides a basis for other efforts in the City. Traditionally, master plans have been primarily focused on land use and physical development, but over time they have grown to encompass economic development, housing, and social factors as well. This Master Plan includes nine elements in addition to the Land Use Plan for the City. The specific elements to be found within this Plan include:

- Land Use
- Housing
- Economic Development
- Community Facilities
- Circulation
- Historic Preservation
- Open Space and Recreation
- Urban Design
- Utilities
- Sustainability

In addition to the above listed Plan Elements, this Plan contains a Strategic Plan Element, which is intended to be a guide for putting the Plan into action, and creating accountability for implementing the recommendations of the Plan.

This Plan was developed as a part of a lengthy process that involved the participation of many City residents, business owners, professional groups, City and County staff, and appointed and elected officials of the City. Numerous public meetings were held to discuss issues facing the City, goals, and strategies, as well as focused stakeholder meetings to hold a discourse regarding specific technical issues.

The intent of this Plan is not necessarily to wipe the slate clean and start over with a new plan for the City. Whether it be the 2003 Master Plan, the numerous Redevelopment Plans, the transportation plans, or one of the recent neighborhood plans, there already are plans in place for many different areas of Paterson. The focus of this Plan is to evaluate and synchronize the many previous planning efforts that have been undertaken in the City, and provide a comprehensive Plan that synthesizes all the previous plans, while also addressing new issues and circumstances. Much of the previous planning efforts for the City were focused on creating a grand vision for revitalizing Paterson. This plan is more strategic in nature, and will help consolidate those visions and bring them into reality.

In this light, an emphasis of this Plan is to coordinate the City's development to capitalize on the Paterson Great Falls National Historical Park, which was deemed a national park in 2008. Another area of emphasis is making recommendations regarding revisions to the City's current policies and ordinances regarding land use, housing, transportation, economic development, parks, and sustainability measures. Most of the necessary infrastructure and regulatory framework is already in

place for the City to move forward. This plan fine tunes the policies guiding the City and its development, and recommends a strategic approach for achieving the stated goals.

The City is primed and ready to capitalize on its many assets, and now is the time to move forward and bring the Silk City into the future by building on its past.

Mayor's Vision Statement

The vision of Paterson New Jersey began when Alexander Hamilton acknowledged the unharnessed power of the magnificent falls now recognized as the Great Falls National Historical Park- one of 398 National Parks within the U.S. As a result of the innovative vision of “repurposing raw water power into channeled turbine driven energy”, industrialization was born; bringing with it, an ethnically and culturally diverse human footprint seeking new beginnings filled with hope and opportunity.

As industries grew so did the expanse of our human footprint; with every rivet, pressed and rolled metals, textiles abounded; silken, woven and more; abundant power transformed into abundant opportunities! The city's analysis; strengths, weaknesses, opportunities and threats has led to an elementary, but profound realization... we build on the foundation of our story. A foundation rooted in multi-cultural and uniquely diverse people. By incorporating the strength of our diverse labor force, redemptive use of our existing mill stock, close proximity to the financial capital of the world, remarketing of our brand of textiles and industry with a flair for the now, exploring sustainable and reusable energy options; as well as, light assembly and modern manufacturing; heralding the label ... “Made in America, Assembled in Paterson”, The Silk City will emerge stronger, technologically postured and internationally able to meet the demands of the nation and world by borrowing from the lessons of our past in order to revitalize our future.

-Mayor Jeffery Jones



Paterson Great Falls



Great Falls Historic District

A grayscale photograph of a two-story brick building in an urban setting. The building shows signs of wear and disrepair. A utility pole with multiple wires is on the left. A 'NO PARKING' sign is visible on the building's facade. The foreground shows a paved street and sidewalk.

ISSUES IDENTIFICATION

Public Participation Process

The process for identifying issues to address through the Master Plan was a resident driven, bottom up approach to allow those most connected to the City and its daily life to form the basis for the Plan. Public participation is a vital component of the data collection process, and the most informative piece of that process as well. Discussing community life with local residents and business owners offers acute insights that cannot be gathered from formal surveys or historic records. It gives residents an opportunity to discuss what actually matters to them, and also to explain why it matters.

In order to foster collaborative partnerships between the numerous parties that have an interest in the City, be it the City or County government, residents, business owners, or those who work in the City, a public participation process involving community forums and meetings was established. The purpose of the process is to bring individuals and groups together to be able to have each of them take a comprehensive view of the issues facing the City, and engage one another in an open forum where perceptions can be challenged or supported by others with differing views.

Throughout meetings with City residents and stakeholder groups, numerous issues were raised. The comments and concerns about quality of life issues in the City ranged from the highly specific and localized, such as a pothole in the street, to broad generalizations about the City as a whole, such as the high levels of crime and lack of job opportunities in the City. Although each individual participating in meetings and discussion sessions had their own unique concerns regarding the City, there were quite a few commonalities that seem to be consensus problems in the City that residents would like to see addressed.

Public Meetings

Public meeting sessions were held in each Ward of the City in the Fall of 2012 in order to gather resident and business input for the Plan. At these meetings, which were conducted as forums for discussion, participants were asked open ended questions regarding their experiences and concerns about their neighborhood and the City in general. Participants were encouraged to openly and honestly share their views, and build off what one another had to say. While participants were allowed to ask questions of the professionals or City officials at the meetings, an emphasis was placed on identifying strengths and weaknesses in the City. The following details the dates and locations of the community Ward meetings:

- 1st Ward – November 27, 2012 – Christopher Hope Community Center
- 2nd Ward – November 29, 2012 – Public School #2
- 3rd Ward – December 5, 2012 – Public School #26
- 4th Ward – December 10, 2012 – St. Luke's Baptist Church
- 5th Ward – December 6, 2012 – New Roberto Clemente Public School
- 6th Ward – December 11, 2012 – Public School # 25



Fourth Ward Public Meeting



First Ward Public Meeting

Stakeholder Meetings

Several discussion sessions were also held with targeted stakeholder groups for specific elements of the Plan. Participants were invited to attend these meetings in order to have more focused discourse on issues facing the City. Those invited included City and County government staff, local non-profit organizations, local developers, and other appropriate professionals.

- Land Use & Urban Design – November 29, 2012
- Housing – November 29, 2012
- Utilities & Sustainability – November 29, 2012
- Circulation – December 6, 2012
- Community Facilities – December 6, 2012
- Historic & Cultural Preservation, Recreation & Open Space – December 6, 2012
- Economic Development – December 6, 2012

In addition to the seven meetings noted above, a series of follow up stakeholder meetings were held on February 12, 2014 to discuss recommendations to the issues identified in the previous meetings, and garner feedback on the first drafts of the Plan. Many of the same participants in the first set of meetings were able to attend the second set of meetings and provided comments and criticism of the Plan, which was used to make revisions to each of the sections.

Prior to the official adoption of the Plan, two Planning Board meetings were held to have a public discussion regarding the contents of the Plan. The Planning Board workshop sessions were held on Wednesday February 26, 2014, and Monday, March 3, 2014. These workshop sessions were used to deliberate the details of each of the recommendations of the Plan, and help the Planning Board come to a consensus on the issues, goals, and recommendations of the Plan.

Once the Planning Board has come to a consensus on the recommendations of the Plan, a final version of the Plan will be placed on the City's website for public review, and a hard copy will be on file in the City Clerk's office for no less than 10 days before the Planning Board can take a vote on adopting the Plan during a public meeting.

Issues Identified

The following sections summarize the key issues that were identified by residents and other stakeholders. In addition to general issues, the remaining issues are organized by functional categories.

GENERAL ISSUES

High Crime – One of the biggest issues most often commented on is the generally high level and fear of crime that is present throughout many areas of the City. The high crime rates in certain areas is noted specifically as a deterrent to revitalization efforts.

Negative Perception of the City – Many people unfamiliar with the City of Paterson generally perceive the City to be a neglected and crumbling urban area which they would prefer to avoid rather than live, work, or visit. This negative perception of the City hampers any potential for positive development.

City Identity – The City lacks a contemporary economic identity. Historically, the City has been an industrial power, known for all of its mills and manufacturing. The City was once also known as a place where everyone went to shop in the department stores. The City is no longer served by its once great industrial base, and is not the shopping destination it once was. The City could use a new identity to build its future.

Lack of Coordination in Municipal Government – Many residents are frustrated with what they feel to be a disorganized and overly bureaucratic City government. It was often expressed that various departments and agencies within the City have conflicting priorities, and do not work together in a coordinated fashion.

Lack of Action on Previous Plans – Many residents, business owners, and other participants at the public meetings have also attended previous meetings for other planning initiatives in the City. Whether it was a neighborhood plan or the City's 2003 Master Plan, many felt that they have expressed their opinions to City officials and policy makers before, but have yet to see any actions taken to remedy problems identified in any previous plans.

LAND USE

Too many abandoned buildings and vacant properties – One of the first issues brought up at any meeting with residents was the abundance of abandoned buildings and vacant properties throughout the City. Residents feel that these abandoned buildings are a blight on their neighborhoods, inviting crime and other deviant behavior.

Poor retail mix, too few options for shopping – Many residents complained of the lack of decent options for regular shopping trips. In particular they feel that the commercial areas in their neighborhoods do not offer the types of retail stores where they would prefer to shop. The commercial areas throughout the City are filled with the same types of establishments and residents would like to see more and better options. Certain types of businesses in particular were singled out as being perhaps too ubiquitous throughout the City:

- 99 cent stores
- Laundromats
- Bodegas

Most residents reported that they do not do their regular shopping in the City, that they prefer to go to one of the neighboring towns where many national chain retailers are located, to do the majority of their shopping. These same residents expressed a desire to see these chain retailers locate in their neighborhood. They voiced their feelings that many of these stores are cleaner and are more reputable than most of the local businesses.

Supermarket - Possibly the most frequently voiced concern or request from residents was for a more adequate supermarket for regular grocery shopping. Citizens complained of a lack of availability of suitable stores to go grocery shopping in their area.

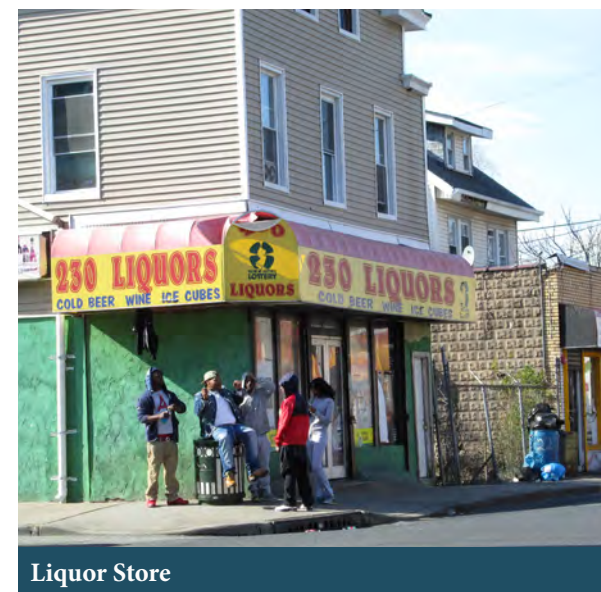
Nightlife - Another common issue stated was the lack of nightlife in the City. In particular, despite the number of businesses located in the downtown area in and around Main Street and Market Street, virtually none of them remain open after dark, even on weekends. Residents expressed a strong desire for a vibrant nightlife in the downtown, with shops, restaurants, theaters, and other such businesses that would make for a potential “night on the town” within the City.

Residential Zoning – There are several areas in the Fourth and Fifth Wards which are currently zoned for single family residential uses, where a market for multi-family development exists. The current zoning prevents multi-family residences from being constructed without seeking a variance from the Board of Adjustment.

Permitting Process – The permitting process has been cited as being inefficient and frustrating for developers seeking building or zoning approval. In some cases it has been stated that developers have actually decided against building in the City as a result of permitting hassles.



99 Cents Store



Liquor Store



Great Falls District



Ward Street Station



Downtown Street Life

Targeted Development Opportunities - There are several prominent sites within the City that should be targeted for development to catalyze the revitalization of the City. The following locations in the City were spoken of often by both residents and stakeholders as important sites that could be seen as symbols of the City's resurgence:

- Great Falls District – The Great Falls are perhaps the most important physical feature of the City. With the recent designation as a National Park, It is imperative that the City capitalize on this historic and picturesque asset. The Great Falls should be a destination for people throughout the region, not just the City.
- Hinchliffe Stadium – This historic venue has been vacant for many years. Once a source of civic pride for the City, it has become an eyesore, and its location adjacent to the Great Falls makes the restoration of this stadium a priority to residents.
- The Armory – Many residents, specifically those from the Fourth and Fifth Wards, spoke of the potential of this structure to be used for numerous purposes.
- Historic Mills – There are many old mills and other industrial buildings that are currently vacant. Many in the City feel that these buildings could be repurposed and made to be beneficial to the City again.
- NJ Transit Trolley Barn – This is a prime opportunity site, near the Great Falls and next to the Paterson Museum, that is currently underutilized as a bus storage yard.
- Continental Can – The former Continental Can manufacturing plant is a very large and underutilized property.
- St. Joseph's Hospital – The hospital could be

used as an anchor for future development of the area. The City should capitalize on future growth in the healthcare industry.

- Ward Street Station – The current train station, which is the only passenger train station for the entire city, is an important piece of infrastructure that has mostly been overlooked. It should be a focal point for urban life in the City.
- Downtown – The entire downtown of the City, as was expressed by many, should be a thriving urban neighborhood. Paterson is the third largest City in the state, and the commercial and civic center of the City should reflect this status.

HOUSING

Need affordable housing options – Despite housing prices and rents being relatively low in comparison to other areas in the region, considering the average income of a family in Paterson, many families struggle to find adequate housing at a price they can afford. In particular, families with 2 or more children have difficulty finding suitable options.

Better Unit Mix – There is a demand for affordably priced housing of 2 bedrooms or more in the City that is not being met.

Rent is too high – Given the large proportion of people in the City who rent rather than own their dwelling unit, the cost of renting an apartment or house was cited as being burdensome. Those in the real estate industry such as agents or landlords, noted that the high percentage of tenants receiving rental assistance is artificially inflating the market rate for rental units. In some instances, properties are renting for nearly double what their true market value might otherwise be.

It is too expensive to rehabilitate existing properties – Many participants in the real estate development industry commented that the cost of rehabilitating existing sub-standard properties is often greater than any potential return on investment, leading to properties remaining uninhabited. Environmental concerns that are expensive to remediate such as lead paint, or ground contamination were cited as the most frequent issues when considering whether or not to rehabilitate a property for residential development.

Residential Zoning – There are several areas in the Fourth and Fifth Wards which are currently zoned for single family residential uses, where a market for multi-family development exists. The current zoning prevents multi-family residences from being constructed.

Parking Requirements – It was noted that one impediment to developing multi-family housing is the amount of off-street parking that is required. In particular in the central areas of the City, the Fourth and Fifth Wards, it was stated that the parking requirements are excessive, and do not reflect market conditions in those areas.

Property taxes are too high – A frequent complaint from those who own their homes, or own rental properties was that the levels of service they receive seemed low in comparison to the amount of money levied by the City in property taxes.

Too many abandoned homes – Although there have been abandonment issues for decades throughout the City, the recent foreclosure crisis has only exacerbated this problem.

Home Ownership – The rate of owner occupied properties in the City is low, especially in the Fourth and Fifth wards.

Vacant space in existing buildings – Many existing structures throughout the City, but especially in the downtown area, have vacant space in their upper floors that could potentially be used as residences.

Code Enforcement – Many residents felt that code enforcement for property maintenance is erratic, claiming that it seems that relatively minor infractions are cited for violations, while other properties that have numerous violations are not cited at all.

ECONOMIC DEVELOPMENT

Employment opportunities – Many of the City's woes could be greatly reduced through providing greater opportunities for employment for current residents. The unemployment rate in the City is very high, which significantly contributes to all other problems in the City.

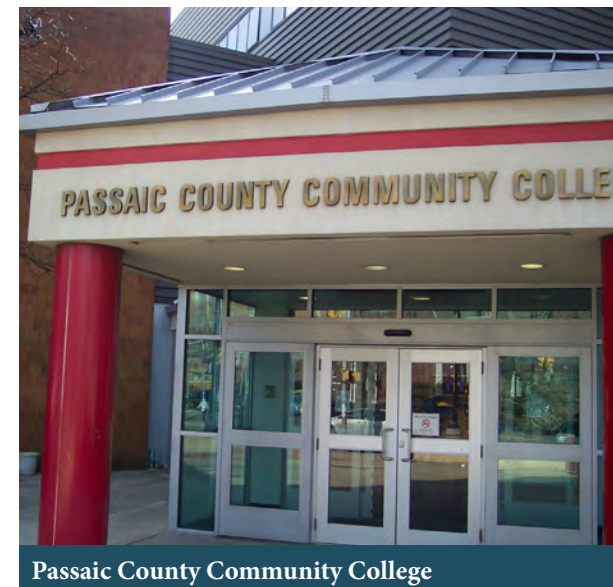
Job Training/Education – One of the reasons that the unemployment rate among City residents is high, is that many lack significant formal education or training.

Tax Abatement – Many felt that perhaps the City has given away too much in tax abatement to developers.

Permitting process – Private and non-profit developers expressed a concern that the process for obtaining necessary permits is cumbersome and unnecessarily time consuming.



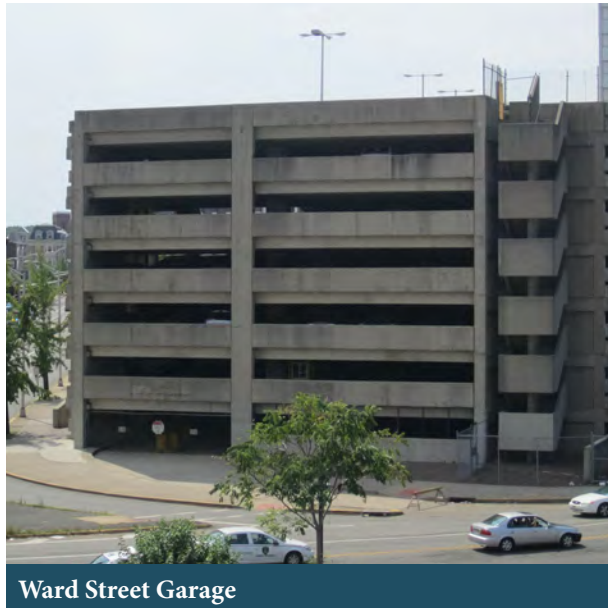
Abandoned Home



Passaic County Community College



Ward Street Station



Ward Street Garage

COMMUNITY FACILITIES

Community pool – Many residents expressed their wishes for a community pool where they could bring their children to relax on a hot summer day.

Recreation Facilities – A lack of spaces or fields for recreation was also noted by many. Whether it be for team sports like basketball or soccer, or just trails for walking or jogging, people felt that there was insufficient space for recreational activities.

Resource Centers – It was stated by many residents that community resource centers might be very beneficial to their communities. In particular in the First Ward, where the public library has recently been closed, a resource center that offered access to computers and other media would be helpful for residents.

TRANSPORTATION/CIRCULATION

Public Transportation is good – The availability of public transportation throughout the City was noted by most residents as being very good. Bus service is provided throughout the City, and is highly utilized. There are also many shuttle/jitney services that service the City as well. This level of service should be maintained.

Lack of direct access to Manhattan – While the City does have a train station in the downtown with service on the NJ Transit Main/Bergen Line, riders from Paterson do not have direct access to New York City and Manhattan the way riders on other NJ Transit commuter lines in the region do. Taking the train to Manhattan requires a transfer in either Hoboken or Secaucus Junction.

Ward Street Station is dangerous – It was often stated

that more people would take the train to various destinations, but they do not feel safe around the train station. Especially at night, the train station and its surrounding area is not a place where people would want to be.

Commuter Parking is unavailable – The parking garage at Ward Street Station closes early, leaving many who may otherwise wish to use the garage for park and ride to consider other options if they may not return in time to get their vehicle before the garage closes for the evening.

Parking is a problem – Many residents also claimed that they would potentially shop more downtown, if only they didn't have to pay for parking. Parking is also problematic in that on many streets vehicles are regularly illegally parked, or parked on the sidewalks.

Sidewalks in poor condition – In many of the residential streets, the sidewalks are in a state of disrepair. This is principally problematic for any person who is elderly or physically disabled, and may have trouble walking.

Traffic Enforcement – Non-enforcement of traffic violations was listed as a key issue effecting the safety and welfare of residents. In particular, parking regulations are often not enforced, as many vehicles park on sidewalks or in fire lanes regularly throughout many areas of the City.

Traffic Congestion – Back ups at major intersections along arterial roadways was noted as a regular frustration for vehicular commuters.

Accessibility – Many parking spaces which are designated as ADA accessible spaces are not actually accessible. No ramps or extra space exists.

Parking Management – The City needs better coordination of managing the supply and demand for parking, especially in the downtown area.

HISTORIC PRESERVATION

Conflicts between Preservation and Economic Development – Historic Preservation can often be at odds with other goals and interests of the City, as new development which may be viewed favorably by some, might be seen as inappropriate and opposed by the Historic Preservation Commission.

Non-Compliance with Ordinance – Building work in the City is often carried out without first obtaining the necessary permits. This sidesteps the authority of the City and the Historic Preservation Commission.

Design Standards – The Historic Preservation Ordinance cites the Secretary of the Interior's Standards for Historic Preservation, but does not provide any specific design standards for any of the designated Historic Districts in the City.

Threat of Demolition – Many older structures in the City are currently vacant but have historic and cultural value, yet these structures are under threat of significant decay and even demolition due to their current poor condition and lack of productive use.

Designation of Historic Sites – There are several sites in the City that are vital to the culture and history of the City that should be preserved:

- Historic Mills
- Great Falls District
- Eastside Park Neighborhood
- Downtown Commercial District

- Armory
- Hinchliffe Stadium
- Historic downtown architecture
- Danforth Library

RECREATION/OPEN SPACE

River access – Although the Passaic River is one of the most prominent features of the City, there is currently no access to the river. There is no place in the city to launch a boat into the Passaic River, or to walk along the river.

Walking/Biking trails – Paterson being an urban, former industrial City, there are very few nature trails, or paths for walking/biking through the City without fighting traffic on the City streets.

Athletic Fields – More fields for several sports have been mentioned

- Football
- Soccer
- Basketball
- Cricket
- Tennis

Community Gardens – Residents do not have sufficient space to grow their own fruits and vegetables in their own gardens.

Access to parks – Many of the parks within the City are not much more than small empty lots with a statue or a playground, and do not offer any real recreation opportunities.



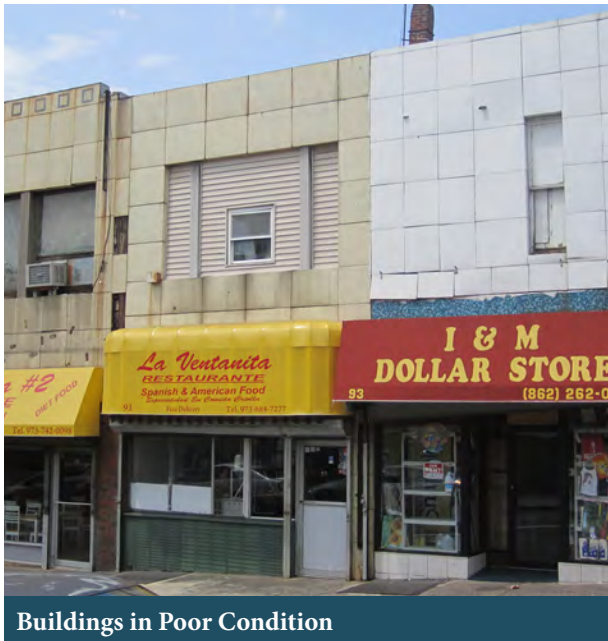
Former Royle Mill



Park space in Paterson



Poor Streetscape



Buildings in Poor Condition

URBAN DESIGN

Poor Streetscape – The street environment in many areas in the City is rather unattractive. There is little greenery or street furniture to soften the asphalt and concrete, and the streets and sidewalks themselves are cluttered with litter.

No design standards – The commercial building facades lack consistency in their appearance, not really creating any cohesive districts or identifiable places.

Buildings are not in good condition – Many buildings have not been properly maintained, and are in a state of disrepair. This contributes significantly to the poor streetscape environment.

Gateways to the City – Most of the gateways to the City are very underwhelming. Whether they are just streets or bridges, the transition from neighboring municipalities into the City of Paterson is not very welcoming, and does not create a distinctive identity marking the entryways.

Landmarks – Many prominent landmarks in the City are not prominently featured, and fall into the background of the urban fabric, rather than being brought to the foreground of the built environment.

UTILITIES

Garbage Collection – In particular in the First, Fourth, and Fifth Wards, garbage collection was cited as a significant issue. Residents claimed that on many occasions, garbage is not collected when it should be, and that many items that are not collected simply remain on the curb for weeks or even months. Old dysfunctional electronics such

as television sets and radios were noted to be the most frequent items left on the streets.

Combined Sewer Overflow – The combined stormwater and sanitary sewer infrastructure problem has been a major impediment to development in the City.

Stormwater Drainage and Run-off – Stormwater run-off in the City often carries with it pollutants such as sediments and heavy metals from the City's industrial uses.

Public Meetings

1ST WARD, NOVEMBER 27, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- 1st Ward completed a neighborhood plan in 2010, Master Plan should coordinate with this plan
- Poor connections between the Falls and the rest of the neighborhood
- No main economic project to capitalize on the Falls and the National Park
- No public access to Passaic River, such as boat landings
- Haledon Ave is a gateway to the City, and should be treated as such
- 1st ward needs a new library. It was destroyed by flooding and other libraries do not serve 1st Ward residents
- A community resource center housing computers and adult education classes would be very welcome, and could replace the library and its previous functions
- Hinchcliffe Stadium is very underutilized, and could be used for many kinds of public recreation activities
- There is no real football/soccer stadium for the local high schools
- Titus Park has problems with crime
- Many abandoned or vacant properties are scattered throughout the neighborhood
- There are significant flood issues, especially around the Bergen Street area and other streets adjacent to the river
- The County is buying out only some of the homes that are in flood prone areas, but not others. The process seems unclear as to why some homes are not purchased, and what can be done about other properties
- No real plan for future flood events
- No barrier on streets that lead towards river. Cars could drive straight into river
- Sidewalks and street crossings are in poor condition, especially around schools where they are most needed
- Many illegal pedestrian crossings (ADA compliance)
- Many traffic accidents at Arch Street due to blinking light rather than traffic light
- Number of crossing guards has been reduced
- Streets are poorly lit at night - not enough street lighting
- Community feels that overall it has been neglected
- Worries that planning will not turn into action. Will plan actually be implemented?
- Many streets have potholes and are in need of regular repair and maintenance
- Issues with people (mostly groups of young males) loitering around liquor stores and other businesses, making the streets unsafe
- Perhaps a curfew should be in effect
- Business owners mostly do not live in the community and don't seem to care about the community as a whole
- Business owners should be held responsible for maintaining a safe atmosphere in front of their businesses
- Too many panhandlers on streets in front of shops
- Most residents do not shop in the neighborhood, except for those who can not drive
- Many homes have issues with mold and require assistance to deal with it
- The City's combined sewer system has problems
- Neighboring municipalities are using the City's sewer lines but not paying their share of the costs
- After a fire, buildings remain abandoned for too long
- Street trees are getting too big, making maintenance difficult
- City code enforcement is inconsistent, targeting homeowners more so than renter occupied properties
- Many apartments are illegally converted in attics or basements
- Not enough recycling and public garbage cans and recycling cans are confusing as to which is which, or what materials can be put into recycling containers
- City does not take some garbage from the street.
- Garbage cans are not coordinated and many are in poor condition
- Property taxes are getting too high, while public services are not increasing with higher taxes
- The Sheriff's department is more effective than the City Police Department
- Police officers are much younger and primarily do not live in the City any longer
- There is no longer a youth detention center to deal with youth crime issues
- Abandoned properties are often occupied by squatters
- Very few homeowners in City; mostly renter occupied properties
- Some people believe that landlords do not maintain their property sufficiently
- North Jersey Development Center is planning

to close, and employees will soon add to the unemployment problem in the City

- Several areas have had recent problems with rodent infestations
- Illegal clubs and activity take place in garages and other spaces at night

2ND WARD, DECEMBER 17, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- How will national park plan be integrated with City Master Plan?
- Garbage collection is not a key issue in the Hillcrest neighborhood as it is in other neighborhoods
 - Small pockets of the neighborhood however, are filthy, such as some of the areas on Union Ave
 - These particular areas lend themselves to illegal activity
 - Most of the areas along the Mollyanne Brook are poorly maintained
 - Illegal dumping, drinking, and drug use takes place in these areas
 - Some of the lands around Mollyanne Brook are publically owned
 - The Army Corps property in this area could be a great community garden
- The City doesn't have the money to properly maintain parks, so they are not well maintained and become havens for illegal activity
- There are parking issues in the commercial areas, (Union Ave)
 - Perhaps angled metered parking could help alleviate parking issues.
- Union Avenue has a large concentration of Hispanic restaurants
- Residents would like to see more commercial options
 - There are too many "dollar" stores, liquor stores, and laundromats
 - Destination retail would be very welcome
 - A REAL grocery store is desperately needed
 - There used to be a grocery store on Chamberlain
 - There are empty warehouses on Crosby/Wayne that could be good locations for a small grocery store such as a Trader Joes
- There is a big parking lot behind the club on Berkshire that is empty and seems like a junkyard
- There is no place to launch a boat in the City on the Passaic River
- Totowa Ave often sees significant flooding during storms
- Fish are returning to the Mollyanne Brook (mostly carp)
- Illegal conversions of single family homes occur, but it is not a significant issue in the 2nd Ward
- The City has been responsive to illegal conversions in this neighborhood
- Property maintenance has not been a major issue
 - After a property has been foreclosed however, it becomes problematic
- The Hillcrest neighborhood has a relatively stable population
- The census count is probably wrong. There are likely over 200,000 people in City
- Some people shop in Center City Mall; however most don't because free parking is offered in shopping centers outside of town
- People don't feel safe downtown
 - City needs a nightlife
 - Montclair could be looked at as a good example
 - The City could use pockets of nightlife
- The Ward Street garage closes early, discouraging park n ride users
- Many liquor stores operate as illegal bars, rather than just liquor stores
 - Many of these illegal bar/liquor stores are in residential areas
 - These bars play loud music regularly
- Some residents host illegal parties, advertising them throughout the neighborhood and charging people to attend
- The City needs a plan to develop an area for nightlife
 - Downtown should be that area
 - Newark is a good model to followo The key is to get outsiders to change their perception of the City
- Grand Street is a nice area, but no one comes
- Downtown should be the main nightlife area, but Union Avenue could have some night life, as could the area around the Great Falls
- The biggest issue with downtown is parking
- Residents need to see some actual progress
- The City makes it difficult for business owners to get permits
- Ridge-Wood is also a good model to follow. People spend money there, and feel safe there.
- Businesses have declined to come to Paterson

because of public safety concerns

- Owners need to be held accountable for property maintenance. But be friendly to businesses and landlords
- The current laws on the books often are not enforced
- Old television sets are left on the street corner for months
- Union Ave could use more public garbage cans, and better lighting at night
- Street lighting creates lots of light pollution
 - City should get more modern technology implemented for its street lights (LED)
- Need to see storm drains on Chamberlain Ave and Webster
- The City needs gateway signs upon entering the city
 - Local school children can design the signs
- There is a high level of dissatisfaction with property taxes
 - The City needs more tax ratables to reduce the burden on homeowners
- There are drug problems in the 2nd Ward but not gang problems
- Behind school 5, after school gets out, people smoke and drink
- School 27 is considered the best in the City
- The new fence around Kennedy High School is ugly
- The City should use eminent domain in some specific areas
- The Housing Authority owns several large properties near Home Depot
- The 5th Ave housing complex could be used as a commercial development

- The Master Plan needs to work with the Schools and School Board
- The schools do not provide outdoor recreation, and are very depressing ugly buildings
- The City itself is one of the largest landowners in the City
- There should be a grassroots program to rehabilitate homes rather than simply board them up.
 - Work with schools, trade unions, Habitat for Humanity, etc, to develop such a program

3RD WARD, DECEMBER 5, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- Eastside Historic district has been designated by the state, but not locally
- Eastside Park- sheriff's department should be located in park as a crime deterrent
- The horse barn should be renovated with money from the State
- Code enforcement is a major issue
- Garbage collection is a problem
- The Barber estate is in a state of disrepair. It could become a banquet/catering hall
 - The current owner has proposed 15-20 homes for the site
- Commercial areas on Park Ave are barely surviving
- 10th Avenue has significant issues and needs to be addressed
- The general development plan for the Great Falls area has been very slow to be implemented and to acquire properties

- The neighborhoods and City need better "branding"
- Illegal conversions are taking place (basement and attic apartments)
- A walkway along the river was suggested
- The County is planning a bikeway loop through downtown
- The Armory needs to be redeveloped
- 21st Ave is primarily a Hispanic neighborhood
- South Paterson is a Turkish neighborhood
- There are beautiful scenic views from the top of Garrett Mountain
- Perception of crime is a significant issue
- The City needs a boat dock
- More street trees are needed
- DPW workers don't know how to properly prune trees. They need more skilled workers
- A Buddhist group is donating cherry trees
- Park Ave is a Dominican neighborhood. It has Dominican restaurants and shops
- A farmers market has been successful
- Route 20 has big box stores, and should have more
- Center City Mall
 - Poor marketing
 - No bathrooms
 - Poor property maintenance
- Temple on Broadway
 - No parking
 - Shared windows
- St Pauls Episcopal Church

- Selling tiffany windows
- Main library needs work. It is historic
- Hinchcliffe Stadium could be used for academy sports, ice skating, an Olympic pool
- Open space funds are provided by the County
- County open space inventory identified a need for a soccer field
- Pennington park needs to be refurbished
- City Hall is undergoing maintenance
- More community policing is needed
- The City should identify gateways and make them more attractive
- Garbage is an issue, UEZ cans are stolen by residents
- “dirty city” Paterson needs to be cleaned up
- Vreedland/19th-20th Park – crime sites
- Park/10th garbage communications
- Hillcrest neighborhood
 - Mosque has parking issues – parking space standards – illegal parking spaces

4TH WARD, DECEMBER 10, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- The City needs to take control of abandoned properties. The banks are the largest owners of land due to foreclosures
 - The banks just pay the fines, but don’t really take care of the properties they control
 - The City should pressure the banks into donating some of the properties to the city, as part of their

CRA obligation

- The City should consider homesteading, or selling abandoned properties back through a “sweat equity” process
- The biggest issues in the 4th ward are crime and property taxes
- Specific high crime “hotspots” include:
 - Hamilton Ave
 - Rosa Parks
 - Godwin
 - Governors
 - 10th Ave
 - 25th-28th
- There are too many 99 cent stores, and not enough quality supermarkets
- Kids loitering around liquor stores and 99 cent stores often block entry to the store
- 4th ward is a very economically depressed area. Job creation needs to be a central focus of any plan
- Planning and zoning must be conducive to businesses that will bring jobs to the neighborhood
- The small shops and restaurants do not bring economic development, as they are family owned and operated and do not bring jobs
- All the abandoned properties are a blight on the community, but also a great potential resource for change
- Many residents are unprepared for life after school, and ill equipped for the job market
- The greatest asset to the 4th ward is its people. Many residents know their neighbors
- The 4th ward is a very spiritual community

- Local businesses often operate illegally, without the proper zoning permits or business licenses
- Far too many liquor stores in the neighborhood
- There are no banks in the 4th ward
- Most people leave the city entirely for most of their shopping
- 4th ward residents don’t go downtown to shop because you have to pay for parking
- Markets in the area do not provide fresh and nutritious food. They are overpriced and low on quality compared to larger chain supermarkets in other towns
- Most of the supermarkets in town cater only to the Hispanic residents
- The health department has already undertaken a quality of life survey of residents
- Code enforcement is lacking. Even once illegal operations are identified, it takes several years before anything changes
- No one seems to be held accountable for enforcing the laws and codes that are already on the books
- Eminent domain should be more heavily utilized by the City on the abandoned properties
- More transitional housing may be needed
- Residents need to be educated about personal finances and foreclosure options
- Liquor licenses are not permanent. They are renewable and should be used by the City as leverage to get liquor stores and other businesses to cooperate with the City’s goals
- Community gardens and a community pool would be welcome in the neighborhood
- The local non-profit organizations should be empowered to more effectively provide services to

the area residents

- Affordable home ownership opportunities is a pressing need for the community
- Residents want a decent place to live. Most new construction is very poor quality.
- There are a significant amount of homeless people living in the 4th ward
- Homeless shelters are often full, leaving people on the streets to sleep on church steps
- The amount of homelessness has increased in the past few years
- Temporary rental assistance only lasts 2 years. People needing assistance get caught in a cycle of going between shelters and living on TRA
- Rental housing is too expensive
- Landlords ask for more money because they know some of it will come from Section 8, making all rental housing more expensive
- Generally parks are well utilized during the day, but are considered dangerous at night
- Lack of community recreation areas, (bowling alley, skating rink)
- Many vacancies in senior housing
- The process of going through planning/zoning for development is too expensive for many small businesses and non-profit organizations. They can't afford to pay attorneys, planners, and engineers as well as everything else.
- The streets and sidewalks need to be repaired
- Gang activity has increased after the police's gang unit was dismantled
- There is very little police presence on the streets
- Underground oil tanks make redevelopment

problematic in many properties

- There are very few after-school programs or activities for kids, but there are plenty of gang recruiters on every street corner
- Property tax valuation is too high on many properties. A re-evaluation is necessary so that people are paying property taxes based on the actual worth of their property
- Several areas could be reconfigured as commercial corridors, much like Main St. is in the downtown area. These include:
 - Broadway
 - Lafayette Street
 - Madison Ave
- New construction should include more solar energy infrastructure
- More residential garages are needed, but in the rear yard rather than right up to the street
- Special Improvement Districts (SID) could be established to help local businesses thrive and bring much needed improvements
- Public transportation in the area is very good

5TH WARD, DECEMBER 6, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- St. Paul's CDC is currently preparing a neighborhood plan for the 5th Ward area near their office
- People want more recreation space for children
- More affordable housing is a big need
- St Paul's has constructed 11 two family units, which were each sold to an owner-occupier who would

then rent out the other unit in the duplex. This has been a good model to provide homeownership opportunities for residents

- The biggest issue in the neighborhood is crime
- Prostitution/Commercial sex trade is an issue in particular areas
- Liquor stores are magnets for loitering
- Often, prostitution goes on in vacant/abandoned properties, many of which may be City owned
- Passaic County DOL has moved their office from Broadway/Rosa Parks to a new space downtown, and their previous space is vacant
- The government offices in the downtown bring people to work, but does not generate any revenue
- Surrounding the Armory area are many schools
- Maintaining the Armory will be very expensive. The City may not have the funds to do it
 - Perhaps the Armory should be turned into a commercial property that could sustain itself economically rather than being a public property
 - Suggested that the Armory could be an indoor water park, or a roller skating rink
- Would not like to see any more surface parking lots
- There may be more demand for single room occupancy type structures, transitional housing
- 4th Ward has similar levels of crime compared to 5th Ward, but more violent crime in 4th Ward
- Enforcement is one of the biggest issues. Parking, building standards, signage, crime, etc. The actual codes are not the problem, but enforcing the existing laws is the problem
- Illegal clubs and activity take place in garages and other spaces at night. People play dominoes and sell beer

- Neighborhood retail businesses are struggling. There are too many liquor stores, bodegas, and laundromats
- Neighborhood food stores and restaurants don't use commercial garbage service. They put their trash on the street to be picked up like residential garbage. It ends up all over the place
- In other towns, people follow the rules because they will be fined, which is not the case in Paterson
- Code enforcement could be a source of revenue for the City
- Foreclosures have also been a major issue in this area of the City
- Casa de Don Pedro, a CDC in Newark has done a good job of dealing with foreclosure. Perhaps Paterson could start a program modeled after this
- In general, park space is OK, but access to these parks is an issue, and gangs take over the parks, especially at night
- Lots of crime takes place in senior housing, not by seniors but by relatives who use the housing, which makes the seniors that live there feel unsafe
- Most of the problems regarding crime revolve around the liquor stores
- Sherriff's department is more likable than Paterson police, and have always been involved in helping to patrol Paterson
- Zoning issues
 - Many industrial uses are not permitted in areas where they may be viable
 - Zoning should be more business friendly
 - Should be more mixed use zones
 - The map is very cluttered, should be cleaned up. The zones are spotty
- Transportation is good in Paterson

- Free trolley is used by seniors
- Lots of bus service which is highly utilized
- Sidewalks need repairs
- People steal the UEZ garbage cans

6TH WARD, DECEMBER 11, 2012

SUMMARY OF ISSUES RAISED BY MEETING PARTICIPANTS:

- What progress has been made since the last master plan?
- Will the documents be made public?
- The strengths of the 6th Ward are the ethnic enclaves and the Farmers Market
- The Great Falls Plan needs to be linked with the Master Plan
- The National Park Service and those preparing the Great Falls Plan are not concerned with economic development
- The Great Falls area should be more than just a park. It should have an info center, an amphitheater, etc....
- Lakeview Ave, which is a County road, has recently been designated as a truck route. This is a residential road in the R-1 zone. It should not be a truck route. Tractor Trailers drive through this residential street very fast making it dangerous for children to play outside
 - Street trees acting as buffers along Lakeview Ave might help
 - The cemetery wall on Lakeview Ave is very ugly
 - Cars that park on Lakeview often get hit by the trucks as they go through
 - Re-routing truck traffic to Crooks would be

preferable

- Perhaps if the median were more narrow, there would be more space for cars to park
- Maryland Ave between Lakeview and Pennsylvania – Vehicles don't obey traffic signs, use it as a drag strip just to get to I-80
- Not everyone can get to the Farmers Market, but there is potential to set up a travelling farmers market, or mobile markets of some kind to be strategically set up in areas, such as around the Falls
 - Access to nutritious food is critical for Paterson residents
- The Farmers Market also serves as an activity center for the area. Shopping in the market can be an experience in itself
 - Farmers market produces a lot of garbage, which often ends up on the streets
- Existing codes and laws are not enforced. Many of the problems in the City are enforcement issues rather than issues with laws and regulations
 - Businesses operate illegally
 - Zoning and building regulations are sidestepped
 - Streets and sidewalks are not cleaned
 - Liquor stores stay open all night, bringing people from out of town into Paterson just to get cheap liquor
 - You can do anything in Paterson, and there is no penalty
- Hinchcliffe Stadium and the Armory need to be revitalized. These are historic resources that have great potential
- Harp Academy, the healthcare specialized high school, is in a very poor location downtown. The school should be relocated in a dedicated building

closer to the hospital

- Teenagers hang out in abandoned homes, doing drugs and other illegal activity
- Illegal dumping is an issue around school 9
- Around the industrial zones, dumpsters take up much of the sidewalk space, making it difficult for pedestrians to walk
- Some businesses use the sidewalks as their own property
- Some areas do not even have sidewalks
- Many homeless people live on the railroad tracks. Transitional housing may be needed for the homeless population
- The City should create a pedestrian plan, modeled after what was done in Sacramento CA
- A catch basin on Lakeview and Maryland Ave has been open for over a year. There are several other instances of these hazards
- A substantial portion of the City is controlled by absentee landlords. This is the biggest business in the City
 - The City needs to work with landlords to help them take care of their property
 - The cost for obtaining permits is often prohibitive to improving and maintaining properties
 - There is little incentive for absentee landlords to maintain their property to a suitable standard
 - When improvements are made, it increases the property taxes
- Discarded television sets are not picked up by the garbage collection, and instead sit on the curb for several weeks at a time. This can be hazardous due to heavy metals inside, as well as visually blighting
- The intersection of Wabash and Crooks near

the McDonalds and Wells Fargo Bank is very troublesome. Many accidents happen here and people are afraid to cross the street

- The crux of the problems in Paterson is that many municipal employees are not properly doing their jobs, and no one is held accountable
- Many homes that are zoned and constructed as single family homes are illegally converted and used as multi-family dwellings. This creates parking problems with cars on front yards and on sidewalks
- There are no more decent supermarkets in town. People go out of town to get groceries
- Route 20 is a commercial corridor that could be much bigger. People in Paterson go to Clifton and Totowa to shop, but some of that business could be in Paterson
- Paterson is not geared towards big box stores or chain retailers
- People would like to see greater variety in commercial stores. There are too many “junk stores” and liquor stores and beauty salons. Would like to see things like a decent bakery, deli, starbucks....
- Getty Ave between Thomas and Madison is a potential location for large scale community retail, such as a Target
- Unwanted businesses are intruding into residential areas. The residential areas should be strictly residential. Most businesses should only be permitted in designated commercial corridors
- Railway Ave could be built up as a bigger commercial corridor
- People don’t want to live in Paterson. They are afraid of the crime and they don’t want to send their children to Paterson schools
- Newark could be looked at as a model for development. Newark is still a very dangerous city

with many problems, but has significantly cleaned up the areas where targeted commercial enterprises are to go

- All new commercial areas should provide ample parking and sufficient lighting so that people feel safe
- Special Improvement Districts (SID’s BID’s), such as was established in Times Square should be utilized by area merchants to help clean up the commercial areas
- There is not sufficient outdoor recreation areas in the City
 - A soccer field is sorely needed
 - People play on school grounds where they are not supposed to
 - More basketball courts are needed



GOALS & OBJECTIVES

Goals & Objectives

The goals and objectives of the Master Plan are intended to serve as the basis for the recommendations of the Plan detailed later. Each of these goals and objectives are derived from the process of seeking resident and stakeholder input through public meetings. The goals of the Plan are relatively broad and general, while the objectives are more specific aims of each goal.

GENERAL GOALS

The general goal of the Master Plan itself is to provide a framework to guide the future of the City of Paterson. The following represent the broad goals of the Plan:

- *To revitalize the City of Paterson*
- *To guide the future development of the City*
- *To improve the quality of life for all residents of the City, present and future*
- *To coordinate previously fragmented plans for the City*
- *To improve public safety throughout the City*
- *To make the City more sustainable - economically, socially, and environmentally*
- *To embrace the urban character of the City*
- *To respect and enhance the rich, and diverse culture and history of the City*
- *To increase resilience to storms and flood events*

LAND USE GOALS

The purpose of the Land Use Element of the Master Plan is to provide a planning framework and rationale for the zoning recommendations that will be implemented through revisions to the City's zoning ordinance and land development code, as well as to serve as a guide for future land development.

1. *To provide for an appropriate mix of land uses, balancing the needs for residential, commercial, and industrial lands, with needs for civic uses and open space & recreation*
 - a. Address the impacts of deleterious or incompatible land uses juxtaposed against residential uses, such as liquor stores or auto repair shops
 - b. To the extent feasible, remove regulatory barriers that hinder the implementation of appropriate development projects.
 - c. Address obsolete industrial uses that border residential or commercial zones
 - d. Encourage mixing of compatible uses
 - e. Provide for sufficient space for future residential growth
 - f. Increase open space and recreation in the City without diluting the tax base
2. *To address the problems associated with vacant and abandoned properties*
 - a. Identify troublesome vacant and abandoned properties
 - b. Encourage adaptive reuse of obsolete buildings
 - c. Repurpose abandoned industrial facilities for modern uses
 - d. Streamline the process for acquisition of problem properties
3. *To coordinate transportation infrastructure with land use and development*
 - a. Promote density and mixed uses (office, residential, retail) around both existing and proposed transportation hubs
 - b. Locate light industrial, manufacturing, and warehousing uses near highways for truck access
 - c. Limit larger scale development to areas that can accommodate high volumes of vehicular traffic
4. *To facilitate the revitalization of the downtown of the City*
 - a. Promote entertainment and nightlife such as restaurants and theaters
 - b. Increase public safety in the downtown
 - c. Provide new housing opportunities
 - d. Provide space for office/commercial use
 - e. Encourage destination retail shopping
 - f. Utilize existing vacant space in the upper floors of buildings
 - g. Address excessive parking standards
5. *To improve the viability of the City's neighborhood commercial corridors*
 - a. Increase public safety in neighborhoods
 - b. Consolidate specific, complimentary

- commercial uses into comprehensible, defined areas
- c. Limit the potential for expansion of undesired uses (liquor stores)
- d. Coordinate and promote efforts of existing businesses
- e. Formulate a distinctive identity for each corridor
- f. Investigate design standards for each corridor
- 6. *To relieve the tax burden on existing residents and businesses*
 - a. Attract ratable commercial properties
 - b. Attract national chain retailers and restaurants to the downtown commercial district
 - c. Convert vacant/abandoned properties to occupied properties on the tax rolls
 - d. Attract and develop a “real” Supermarket
 - e. Minimize the use of tax abatement as a development incentive
- 7. *To address outdated or expired redevelopment plans*
 - a. Re-designate expired areas where redevelopment is still warranted
 - b. Consider other options to redevelopment; acquisition, zoning change, rehabilitation, where appropriate
 - c. Coordinate multiple planning efforts
- 8. *To increase resiliency to storm and flood events*
 - a. Acquire properties and remove businesses and residents from highly flood prone areas
 - b. Mitigate potential flood hazards through raising structures above the anticipated flood level
 - c. Work with state and federal authorities to develop barriers, such as flood walls or levees, to

- reduce the probability of flooding
- d. Implement green stormwater infrastructure devices to help reduce impacts of flooding
- 9. *To develop targeted opportunity sites that will serve as catalysts and symbols of the revitalization of the City*
 - a. Historic Mills
 - b. The Armory
 - c. Hinchliffe Stadium
 - d. Alfano Island
 - e. Downtown
 - f. Ward Street Station
 - g. Great Falls District

URBAN DESIGN GOALS

The Urban Design Element of the Master Plan will analyze the urban context and the physical features of the City in terms of their relation to one another, and help to organize those pieces into a more cohesive whole.

- 1. *To promote and implement appropriate and attractive design standards for new construction*
 - a. Promote design that is context sensitive
 - b. Establish design standards appropriate for each neighborhood
- 2. *To improve the appearance of the City's streets*
 - a. Improve facades of civic and commercial structures
 - b. Provide new landscaping, street trees, street furniture, decorative street lights, and other attractive streetscape elements
 - c. Improve the condition of sidewalks and

- crosswalks
- d. Clean up and remove litter and graffiti
- 3. *To investigate the potential for distinctive and unique commercial district design standards for each commercial corridor*
 - a. Reflect the cultural heritage of each neighborhood and its commercial centers
 - b. Enhance the potential of each corridor to function as a ‘center of gravity’
 - c. Identify each commercial corridor as a distinctive district through design standards
- 4. *To establish and improve upon a visual identity for the City*
 - a. Beaux arts civic buildings
 - b. Brick warehouse/industrial facilities
 - c. Reflect the small scale, yet dense urban residential fabric
 - d. Long, formal avenues, mixed with less formal, messy irregular street grid pattern
 - e. To identify crucial nodes, gateways, corridors, and landmarks in the City
 - f. Enhance the corridors linking nodes and landmarks
 - g. Embellish the gateways to the City, and gateways to neighborhoods
 - h. Enrich the visual prominence of key landmarks

HOUSING GOALS

The purpose of the Housing Element of the Master Plan is to identify and provide the framework for meeting the housing demands of current and future residents of the City, with particular emphasis on addressing the needs of low-income households.

1. *To provide for a variety of housing types that will attract and retain a mix of residents from various socio-economic backgrounds*
 - a. Address projected future population growth without impairing the character of existing neighborhoods
 - b. Meet demand for multi-family housing
 - c. Retain the character of single family housing in residential neighborhoods
 - d. Convert vacant and abandoned properties into new homes
2. *To increase the supply of affordable housing*
 - a. Provide affordable housing options to meet the needs of residents
 - b. Provide affordable housing options amongst mixed income neighborhoods
 - c. De-concentrate urban poverty
3. *To provide opportunities for the construction and/or rehabilitation of affordably priced market rate housing*
 - a. Consider conversion of vacant industrial buildings to residences
 - b. Utilize space in the downtown of vacant upper floors for housing
 - c. Promote infill housing development on vacant properties
 - d. Allow for sufficient housing density in appropriate areas to meet market demand

- e. Address off-street parking requirements for multi-family housing
- f. Address environmental concerns of rehabilitation of contaminated properties
4. *To stabilize and improve existing residential neighborhoods*
 - a. Increase public safety in residential neighborhoods
 - b. Prevent foreclosure or abandonment of occupied units
 - c. To increase opportunities for home ownership among current residents
 - d. Increase the capacity of local non-profits and Community Development Corporations (CDC) to serve residents
 - e. Improve code enforcement of building and zoning codes
 - f. Prevent encroachment of unwanted commercial/ industrial uses
5. *To address issues related to a high cost of living from an inflated rental housing market*
 - a. Work to reduce the amount of City residents requiring subsidized rental assistance
 - b. Increase the supply of housing to help drive down the costs to reflect true market value
6. *To streamline the process for obtaining necessary building and zoning permits*

CIRCULATION/TRANSPORTATION GOALS

The Circulation Element of the Master Plan is envisioned to make sure that Paterson residents are able to get to where they need to go quickly and efficiently. It will ensure that adequate provisions are made to facilitate connectivity within the City and the greater region.

1. *To increase mobility and connectivity throughout the transportation network of the City*
 - a. Reduce roadway congestion
 - b. Improve access to highways
 - c. Advocate for increased public transportation service
2. *To increase access to public transportation*
 - a. Coordinate various modes of public transportation
 - b. Integrate land use and parking with public transportation routes
 - c. Establish new public transportation routes
3. *To coordinate parking in the downtown area*
 - a. Provide adequate parking to accommodate visitors to the City
 - b. Strategically locate parking so as not to disrupt the pedestrian environment
4. *To ensure that circulation is viewed through a 'complete streets' mindset, to accommodate multiple modes of travel within the street ROW*
 - a. Provide adequate sidewalk space and crosswalks for pedestrians
 - b. Provide sufficient space and markings for bicycles to use public streets
 - c. Identify and demark bus stops with signage and shelters

- d. Increase pedestrian safety on the streets
- 5. *To provide convenient linkages between destination spaces in the City*
 - a. Connect cultural sites that attract outsiders such as the Great Falls and the Paterson Museum with public transportation
 - b. Provide bicycle/pedestrian trails and linkages between parks, and other community facilities
- 6. *To upgrade the City's transportation infrastructure*
 - a. Repave crumbling streets
 - b. Improve and coordinate traffic signalization
 - c. Provide dedicated bicycle lanes

UTILITIES GOALS

The purpose of the Utilities Element of the Master Plan is to ensure that the needs of Paterson residents and businesses regarding utilities are addressed.

- 1. *To preserve and maintain the existing utility infrastructure*
- 2. *To create long range plan to separate storm sewer system from sanitary sewer system*
- 3. *To address garbage/recycling collection issues*
- 4. *To implement green stormwater infrastructure best practices to help reduce impacts from storm and flood events*

COMMUNITY FACILITIES GOALS

The purpose of the Community Facilities Element of the Master Plan is to identify and address the needs of the community for public facilities to improve their quality of life.

- 1. *To provide facilities to meet the needs of residents of all ages , in each neighborhood*
 - a. Assess the need for police, fire, and emergency facilities in each neighborhood
 - b. Address the need for libraries or community resource centers
 - c. Provide opportunities to house senior centers or youth centers for activities in a convenient location
- 2. *To coordinate public facilities with existing infrastructure and resources*
 - a. Ensure sufficient space for schools to be located conveniently for students
 - b. Utilize existing school facilities for other community purposes, such as youth or senior centers, or recreation fields
 - c. Assess the need for centralization or decentralization of community services to more efficiently address the needs of residents

ECONOMIC DEVELOPMENT GOALS

The purpose of the Economic Development Element of the Master Plan is to identify opportunities within the City for economic development, and develop strategies to encourage economic growth and employment opportunities.

- 1. *To retain and support existing industries and businesses*

- a. Provide necessary infrastructure improvements to meet the needs of existing businesses and enhance access to business corridors
- b. Organize and support neighborhood business districts
- c. Facilitate the improvement of the City's commercial corridors
- d. Coordinate signage and promotional events
- e. Coordinate commercial business corridors into distinctive neighborhood "Main Street" areas
- f. Enhance the visual appearance of existing commercial storefronts
- g. Address any potential growth or expansion of the healthcare industry, particularly around St. Joseph's Hospital
- 2. *To make Paterson an attractive City to locate a new business*
 - a. Establish the downtown as a regional center for commerce, government, and services
 - b. Capitalize on access to transportation routes
 - c. Establish a small business incubator to assist in the growth and development of local small businesses
 - d. Foster public/private partnerships with property owners and developers to identify sites and buildings for economic development opportunities
 - e. Incentivize employers to locate in the City and employ City residents
- 3. *To capitalize on the recently designated Great Falls as a National Park*
 - a. Increase business activity around the Park

- b. Renovate historic facilities to create attractions for visitors
- c. Add recreational facilities around the Park area
- 4. *To promote the redevelopment of vacant/abandoned properties*
 - a. Make available potential sites for development for targeted industries such as healthcare, manufacturing, or technology
 - b. Promote infill housing development
 - c. Promote the adaptive reuse of industrial buildings, either as housing or retro-fitted for new industries
- 5. *To provide opportunities for local employment growth*
 - a. Attract target industries that generate jobs for residents of the City
 - b. Attract industries that are a fit for the skills of the local labor force
 - c. Increase the education and skills of the local labor force to meet the needs of potential employers
 - d. Encourage economic development through urban agriculture
- 6. *To encourage those who are employed in the City to also live in the City*
 - a. Provide necessary amenities to attract new residents to the City, such as parks and recreation space
 - b. Incentivize re-location of targeted residents to the City

HISTORIC PRESERVATION GOALS

The Historic and Cultural Preservation Element of the Master Plan is intended to address the need for preserving and promoting the rich cultural history of the City.

1. *To preserve and enhance the cultural heritage of the community*
 - a. Investigate the potential to protect historic properties or districts through local designation as historic places or districts
 - b. Develop context sensitive design standards to help protect the character of historic neighborhoods and properties
2. *To encourage the restoration and/or adaptive reuse of historic structures in the City*
 - a. Armory
 - b. Historic Mills
 - c. Danforth Library
 - d. Hinchliffe Stadium
 - e. Barbour Estate
 - f. Great Falls District
 - g. Eastside Park
 - h. Downtown Commercial District
3. *To work with the National Park Service to implement the Paterson Great Falls National Historic Park Plans*
 - a. Review the City's Land Development Ordinance and zoning map to ensure appropriate zoning and land use regulations are in place to facilitate the implementation of the Plan, and protect views and access to the Great Falls
 - b. Facilitate pedestrian connections to the Great Falls National Park from the surrounding neighborhood

- c. Establish standards for review of projects and preventative maintenance of historic properties
- d. Place all regulations for historic districts, such as design guidelines and procedures for review, in a widely accessible format
- 4. *To provide support for the Historic Preservation Commission*
 - a. Strengthen the Historic Preservation Ordinance
 - b. Provide on-going training for members of the Commission, as well as Planning and Zoning Boards in Historic Preservation
- 5. *To capitalize on opportunities for historic tourism in the downtown, Great Falls, and other areas*
 - a. Coordinate land use and zoning with potential growth areas
 - b. Connect potential tourist destinations with other attractions in the City
- 6. *To work with the Paterson Museum and other groups to promote historic and cultural education*
 - a. Host City-wide cultural events
 - b. Promote the history of the City through educational campaigns

RECREATION/OPEN SPACE GOALS

The Recreation & Open Space Element of the Master Plan is intended to address the City's needs for active and passive recreation, and the need for open space areas within the City.

1. *To provide increased access to open space for City residents*
2. *To upgrade and improve existing parks and recreation centers*

- a. Create an inventory of existing open space, parks, and recreation resources
 - b. Assess need for additional open space, parks, and recreation facilities
 - c. Solicit assistance from private organizations for maintenance operations of parks and open space areas (adopt a park program)
3. *To provide more opportunities for active and passive recreation throughout the City*
- a. Strategically acquire properties to ensure an even distribution of park space in every neighborhood in the City
 - b. Provide more athletic fields for desired sports such as soccer, basketball, and cricket, as needed in each park
 - c. Increase access to the Passaic River waterfront
 - d. Develop walking/biking trails throughout the City
 - e. Encourage active and healthy lifestyles by creating linkages between parks/open space with other community facilities
- a. To promote transit oriented development, and use of public transportation
 - b. To improve pedestrian and bicycle infrastructure
3. *To promote green building and development practices*
- a. Implement green stormwater management practices
 - b. Implement green technology into existing buildings
 - c. Provide for weatherization of existing structures
 - d. Utilize existing roof surfaces for green space or solar energy arrays
 - e. To promote tree planting and maintenance
 - f. Encourage reductions in impervious surfaces
4. *To promote water and natural resource conservation*
5. *To clean up and redevelop brownfields*
6. *To enhance environmental education, job training, and urban agriculture production*
7. *To provide for active monitoring of environmental quality and sustainability goals*
8. *To expand the City's capacity to provide recycling of materials*
- a. To encourage recycling by making it simple and convenient for residents and businesses
 - b. To increase the availability of recycling storage containers on City streets
 - c. To increase the amount of materials that can be recycled by City residents

SUSTAINABILITY GOALS

The Sustainability Element of the Master Plan is intended to provide guidance on how to make the City of Paterson a greener, and more sustainable City. The overriding goal of the Sustainability Element is to incorporate sustainability and resource conservation into the fabric of the City's policies and regulations, so that sustainability becomes a part of daily operations.

- 1. *To identify and protect environmentally sensitive areas*
- 2. *To encourage and expand alternate modes of transportation*



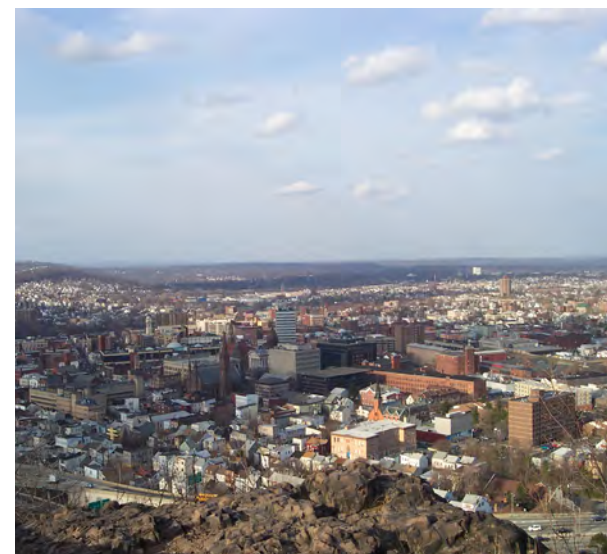
COMMUNITY PROFILE

Introduction

The City of Paterson has historically been a landing point for immigrant groups to the United States. Continuous waves of new immigrant groups have maintained Paterson's population while previous generations moved out over the past two centuries. Initially it was mostly Irish, German, and Jewish immigrants, followed later by Italians, Eastern Europeans, and African Americans from the South, and later by immigrants from Latin American countries such as Mexico, Columbia, Puerto Rico, Peru, and the Dominican Republic, as well as a large number of Turkish, Arab and Bangladeshi immigrants, giving the City a population that has hovered around 130,00 to 150,000 since the 1950's. Paterson now is the third largest city in the State of New Jersey, with over 146,000 residents as of the 2010 Census.



Downtown Paterson



City of Paterson

Population

As shown in figure 4.1, the City’s population has seen slow growth since the middle of the 20th century, with only a slight decline between 1970 and 1980, and again between 2000 and 2010. When compared to the County and the State in the same timeframe, Paterson’s population has been almost a constant. Both the State and the County experienced massive amounts of growth in the 1950’s and 1960’s, growing exponentially faster than the rate of the City. However, the rates of growth for both the County and State appear to be leveling since the 1980’s.

The population of the City has historically been the majority of the population of Passaic County, and it is still the case that Paterson is the most populous municipality in the County. However with the growth of the County relative to the slower growth in the City, Paterson’s percentage of the County’s population has been in decline, going from a peak of over 40% to now under 30% of the County’s total population. Much of this change may be due to the patterns of migration in the City. As many of the groups who came to the City as immigrants earlier in the 20th Century have moved out of the City to more

suburban locales such as Totowa, Wayne, and Clifton, they have been replaced in the City by newer immigrants.

According to projections made by the North Jersey Transportation Planning Authority, both the City and the County are expected to experience steady growth in population for the next 25 years. These projections anticipate an increase of 40,000 residents to the City by the year 2035. However, it should be noted that the actual Census counts in 2010 for both the County and the City were less than what was projected in 2006. Whether or not this becomes a trend is yet to be seen.

The population density of the City is 16,823 persons per square mile, which makes the City one of the most densely populated in the State, with few municipalities such as Union City, Hoboken, and West New York being more dense. Despite having a smaller population, Paterson has a greater density than both Newark and Jersey City. The City’s population is not evenly distributed throughout each of its neighborhoods though. The most densely populated areas of the City are the residential

neighborhoods just outside the downtown in the First, Fourth, and Fifth Wards where the density is over 100 persons per acre on some blocks. With the exception of the industrial areas and the downtown which is dominated by commercial uses and few residences, the areas with the lowest population densities are the single family residential neighborhoods on the east and west ends of the City, such as Hillcrest and Eastside Park where the density on many blocks is less than 20 persons per acre. These densities are consistent with the types of development in those neighborhoods. Areas developed primarily with row houses and apartments are more dense than areas with single family homes on large lots.

FIGURE 4.1

Decennial Population Trends 1950 - 2010									
Paterson City			Passaic County			New Jersey			
Year	Population	% Change	Number	Population	% Change	Number	Population	% Change	Number
1950	139,336	-	-	337,093	-	-	4,835,329	-	-
1960	143,663	3.00%	4,327	406,618	17.10%	69,525	6,066,782	25.50%	1,231,453
1970	144,824	0.80%	1,161	460,782	11.80%	54,164	7,168,164	18.20%	1,101,382
1980	137,970	-5.00%	-6,854	447,585	-2.90%	-13,197	7,364,823	2.70%	196,659
1990	140,891	2.10%	2,921	453,060	1.20%	5,475	7,730,188	5.00%	365,365
2000	149,222	5.60%	8,331	489,049	7.40%	35,989	8,414,350	8.90%	684,162
2010	146,199	-2.10%	-3,023	501,226	2.40%	12,177	8,791,894	4.50%	377,544

Source: U.S. Census Bureau

Figure 4.2

Paterson Population as Percentage to the County

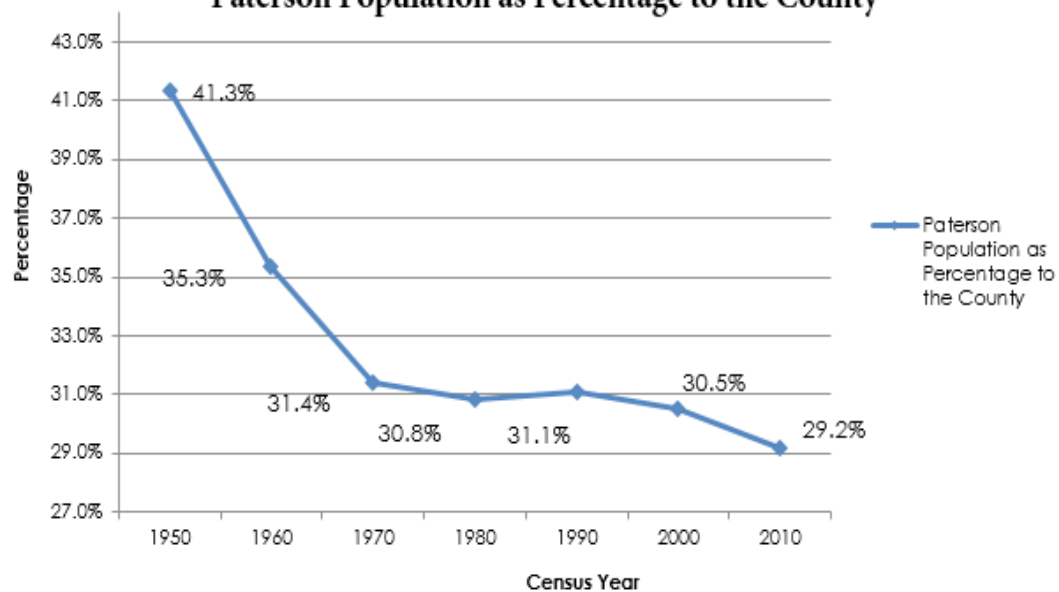


FIGURE 4.3

Population Projections - Paterson, Passaic County, 2006-2035

	2006	2010	2015	2020	2025	2030	2035
Paterson	148,985	151,228	155,981	164,826	174,127	179,526	187,790
Passaic County	506,098	513,096	524,693	546,640	573,210	594,239	609,000

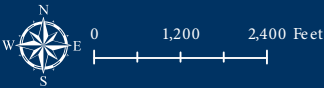
Source: NJTPA Long Range Transportation Planning

* Actual 2010 Census Figures for 2010: Paterson (146,199) Passaic County (501,226)

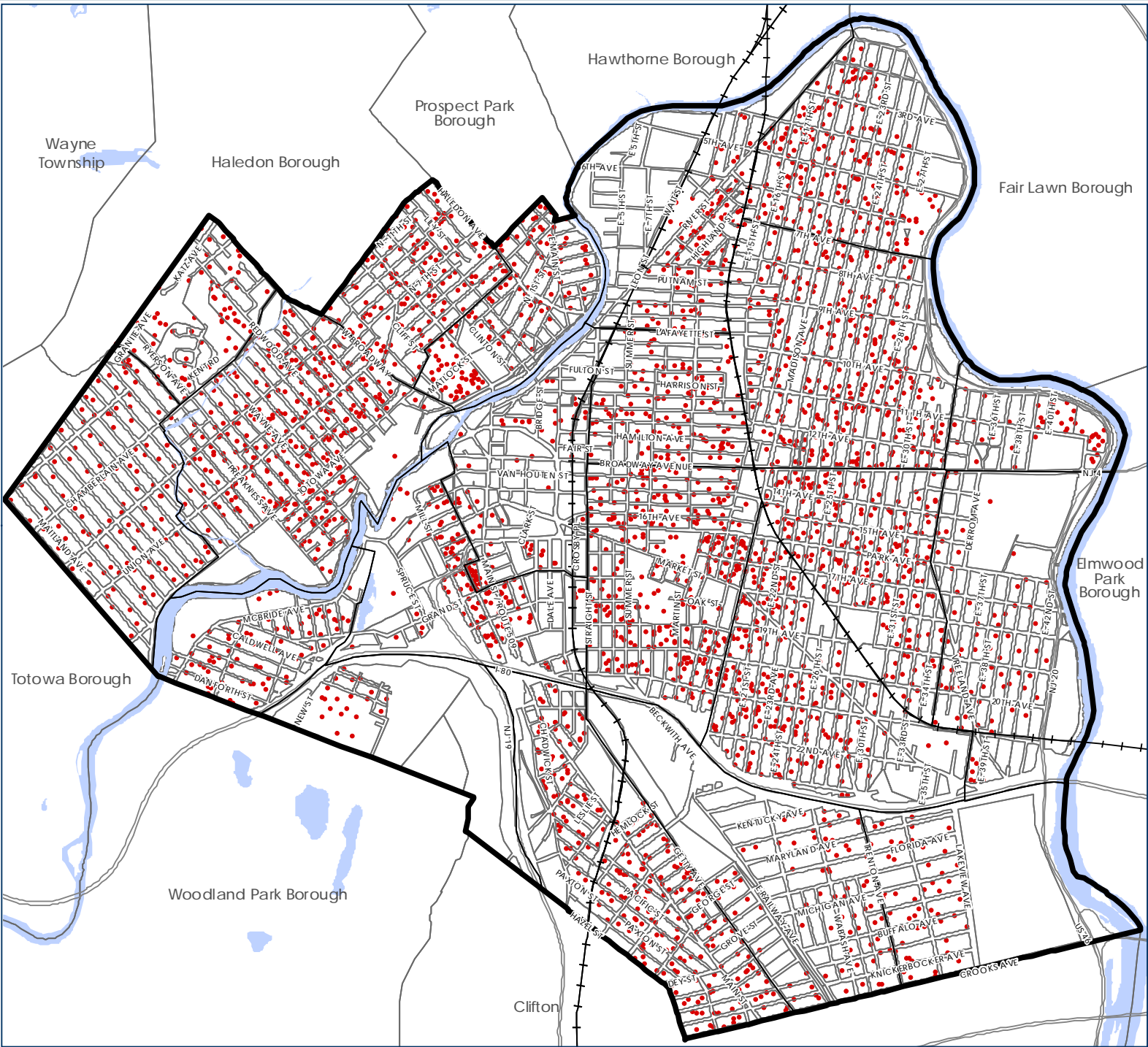
CITY OF PATERSON
Master Plan

Population
Distribution

Population Distribution
1 Dot = 50 persons



Source: NJGIN, NJDO T, NJDEP, NJ Transit,
2010 Census Blocks

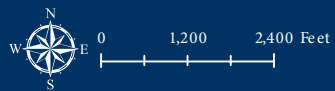
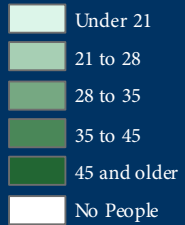


CITY OF PATERSON

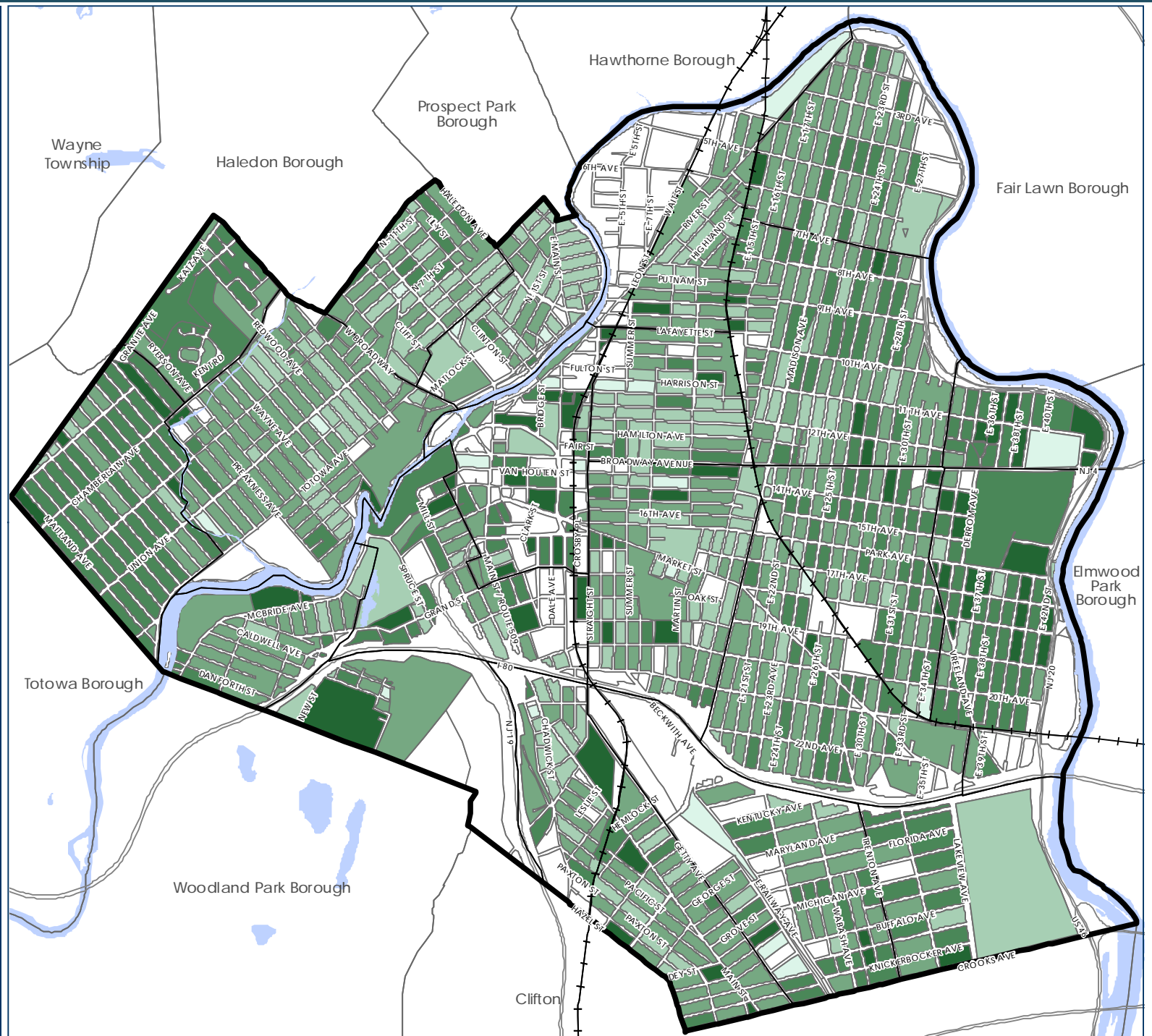
Master Plan

Median Age

Median Age (People)



Source: NJGIN, NJDO T, NJDEP, NJ Transit,
Census 2010 Blocks



Age & Sex of Residents

According to the 2010 Census, the median age of Paterson residents is 32.1 years, which is less than both the County (36.1 years) and the State (39.0 years). The average Paterson resident is getting older, as the median age for the City has increased by approximately 1 year in each of the past three decennial Census’ taken. This trend is consistent with the median ages for both the State and the County. Generally, as people are living longer, the median age will continue to rise. Overall, the age of the population of the City is relatively young, but proportionally distributed as shown in the population pyramid.

The distribution of males and females in the population is only slightly skewed to having more females in the City, which is consistent with general population trends elsewhere throughout the nation, and has been in the City for decades. Also typical, is that the percentage of elderly residents is skewed more towards females, as women tend to live longer than men.

FIGURE 4.4

Median Age in Paterson City, Passaic County, & New Jersey			
Year	Paterson City	Passaic County	New Jersey
1990	29.5	33.3	34.4
2000	30.5	34.8	36.7
2010	32.1	36.1	39.0

Source: 2010 U.S. Census Summary File 1

FIGURE 4.5

Population Composition by Gender in Paterson City & Passaic County				
Year	Paterson City		Passaic County	
	Male	Female	Male	Female
1990	48.1%	51.9%	48.2%	51.8%
2000	48.6%	51.4%	51.5%	48.5%
2010	48.3%	51.7%	48.8%	51.5%

Source: U.S. Census Summary File 1

FIGURE 4.6

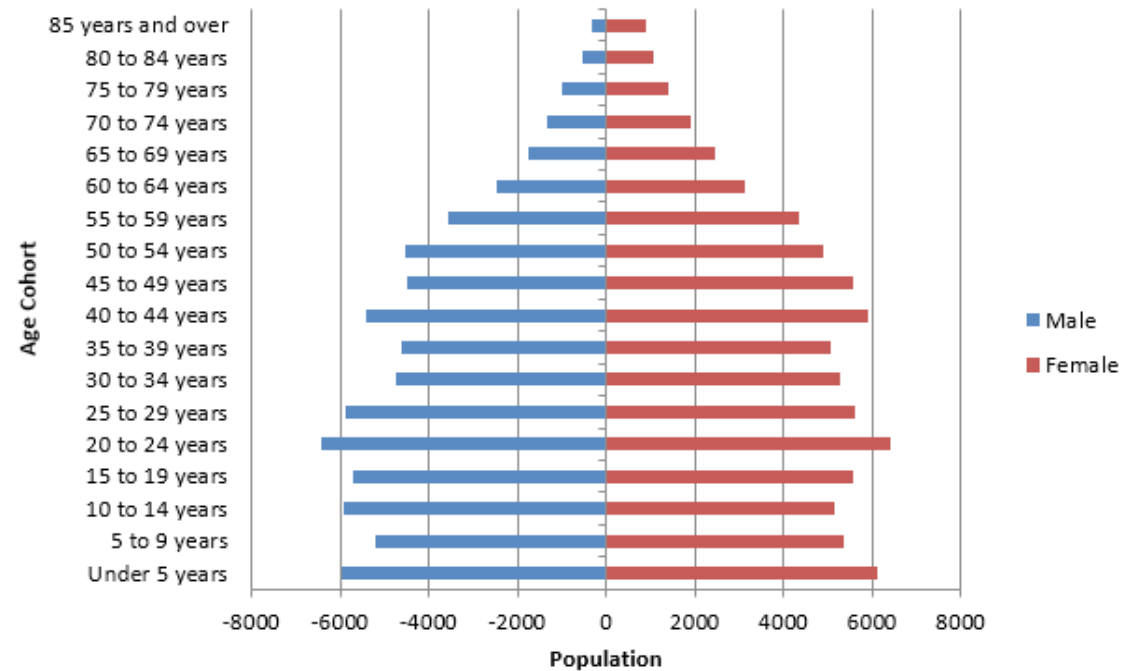
Paterson Population by Age and Sex		
	Male	Female
Under 5 years	5,968	6,099
5 to 9 years	5,192	5,358
10 to 14 years	5,902	5,143
15 to 19 years	5,712	5,558
20 to 24 years	6,423	6,405
25 to 29 years	5,881	5,623
30 to 34 years	4,743	5,288
35 to 39 years	4,627	5,083
40 to 44 years	5,420	5,901
45 to 49 years	4,481	5,558
50 to 54 years	4,509	4,904
55 to 59 years	3,559	4,334
60 to 64 years	2,453	3,128
65 to 69 years	1,753	2,464
70 to 74 years	1,341	1,923
75 to 79 years	975	1,392
80 to 84 years	534	1,072
85 years and over	316	893

Source: 2007-2011 ACS 5 Year Estimates

As is illustrated in the School Aged Children Map, the sections of the City with the greatest concentrations of children under the age of 19 are in the neighborhoods of Wrigley Park, Totowa, and Sandy Hill. This is not surprising given that these are also the neighborhoods with the highest population density. The areas of the City with the lowest concentrations of school children in the population are also the least densely populated areas. Eastside Park, Downtown, Lakeview, and Hillcrest all have relatively few school children in comparison to the rest of the City.

Unlike school aged children, the distribution of senior citizens throughout Paterson does not correlate highly with the general population distribution of the City. The Senior Citizen Distribution Map shows a few locations where the number of senior residents is high. Most of these locations are age restricted senior housing. Outside of the senior housing complexes, the rest of the City displays small pockets of high levels of senior aged residents in all areas.

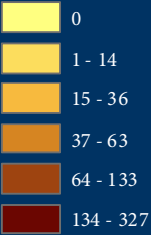
Figure 4.7
Paterson Age/Sex Pyramid: 2011 Estimates



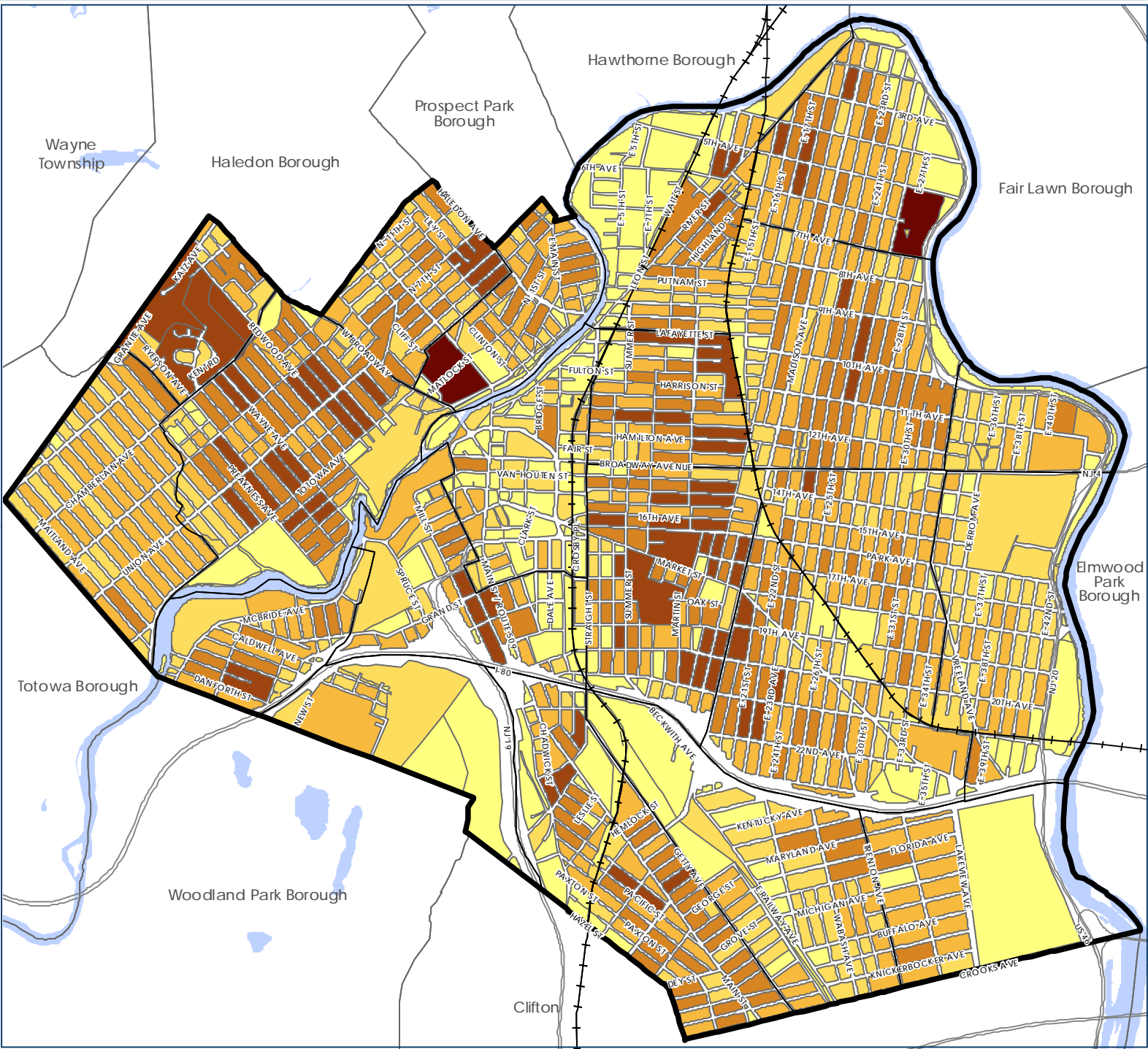
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School Aged
Children

Number of Children Aged 5-17



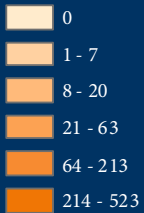
Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2010 Census Blocks



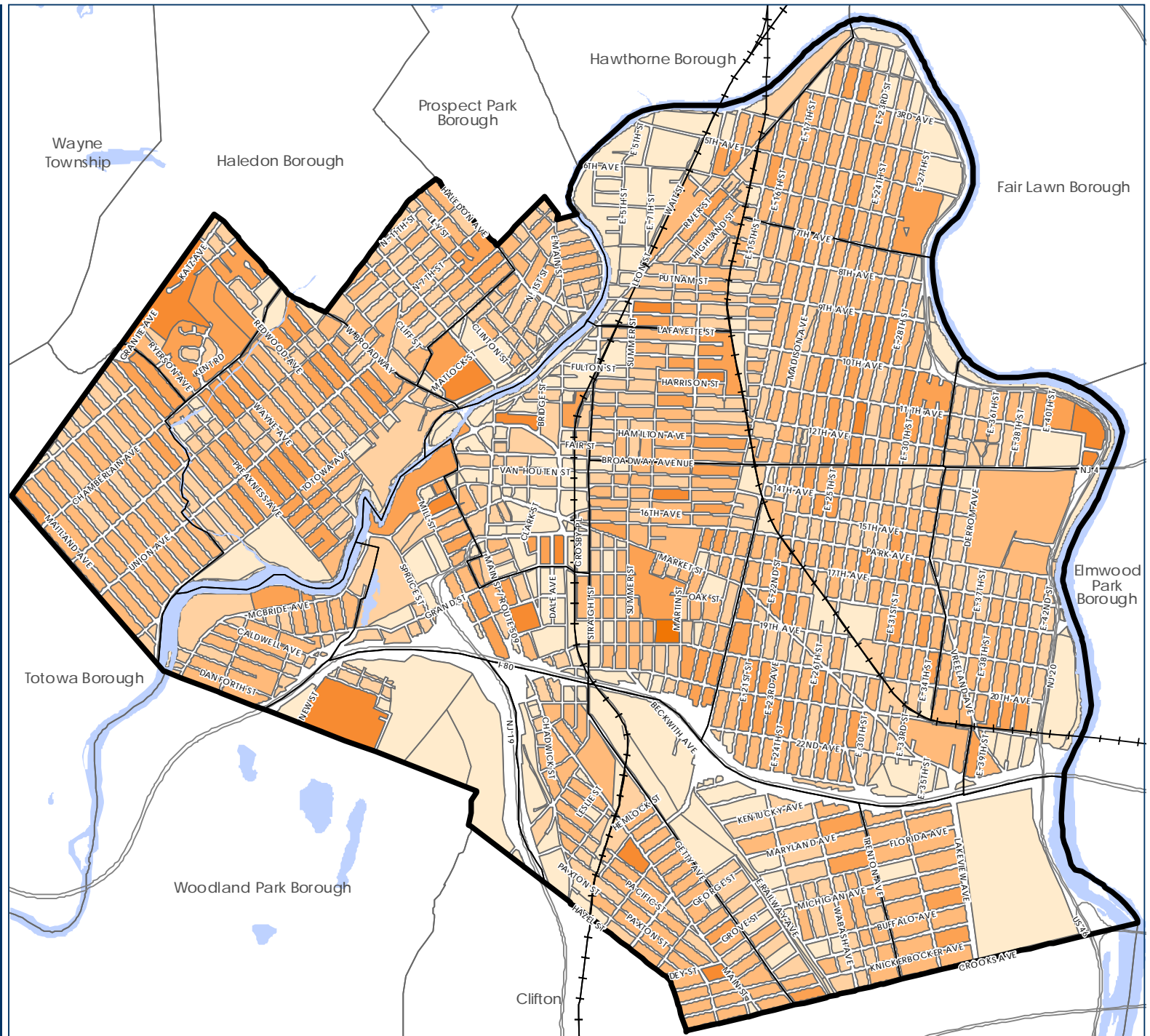
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Senior Citizen Population

People Age 65 and Over



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
Census 2010 Blocks



Racial/Ethnicity Profile

FIGURE 4.8

Ethnic Composition of Paterson City, Passaic County, & New Jersey						
	Paterson City		Passaic County		New Jersey	
Race	Number	%	Number	%	Number	%
White	50,706	34.7%	314,001	65.1%	6,029,248	68.6%
African American	46,314	31.7%	64,295	13.3%	1,204,826	13.7%
Asian	4,878	3.3%	25,092	5.2%	725,726	8.3%
American Indian/Alaskan Native	1,547	1.1%	3,348	0.7%	29,026	0.3%
Native Hawaiian/Other Pacific Islander	60	0.0%	156	0.0%	3,043	0.0%
Some Other	34,999	23.9%	75,735	15.7%	559,722	6.4%
Two or More	7,695	5.3%	18,599	3.9%	240,303	2.7%
Hispanic Origin ¹	84,254	57.6%	185,677	38.5%	1,555,144	17.7%
Population Total	146,199	100.0%	482,627	100.0%	8,791,894	100.0%

Source: 2010 U.S. Census Summary File 1

¹ Hispanic Origin includes members of all races and is not classified as a separate race

As displayed in figures 4.8 – 4.10, the City has an ethnically diverse population. No one single race is a majority in the City, with both Whites and African Americans each being approximately 1/3 of the population, and Asians, American Indians, or Other making up the remaining third of the population. It is important to note that Hispanics are included as a category distinct from race. Of the population of the City, 57.6% of residents consider themselves to be ethnically Hispanic, along with whichever race that was indicated.

Of the Hispanic population, nearly 25% identify as being Puerto Rican, and 10% identify as being Mexican. The remaining 65% identify their origins from other Latin American nations, mostly Peru, Columbia, El Salvador, the Dominican Republic, and other Caribbean nations.

Figure 4.9
Ethnic Composition in Paterson
2010 Census

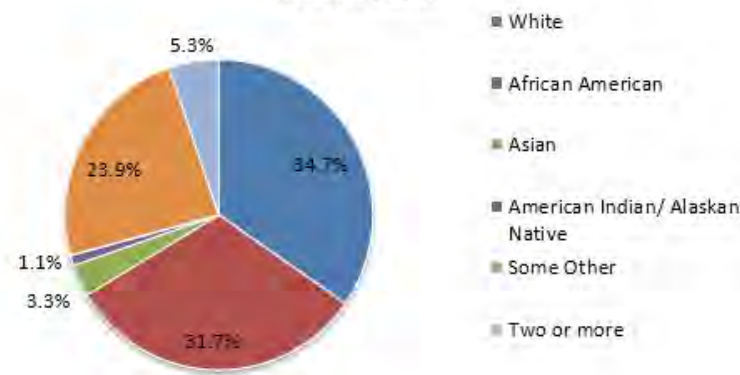


FIGURE 4.10

Hispanic or Latino Population in Paterson City 2010			
Race	Total Amount	Percentage of City Population	Percentage of Hispanic/Latino Population
Puerto Rican	21,015	14.4%	24.9%
Mexican	8,136	5.6%	9.7%
Cuban	783	0.5%	0.9%
Other Hispanic or Latino	54,320	37.2%	64.5%
Total Reporting Hispanic/Latino	84,254	57.6%	100.0%

Source: 2010 U.S. Census Summary File 1

Foreign Born Population

As the City is a community of immigrants, nearly 30% of the population is foreign born, having immigrated to the United States in their lifetimes. Of this foreign born population, approximately 84% came from Latin American countries, and 11% from Asia. Only 5% of the foreign born population has immigrated from an African or European nation. These statistics can be seen in figures 4.11 and 4.12.

In accord with the immigration patterns, the languages primarily spoken in the home by most residents reflects the language of their country of origin. Over 60% of the households in the City speak a language other than English in the home, with Spanish being the most common. Over 30% of City residents also are noted as speaking English “less than very well”.

FIGURE 4.11

Place of Birth		
Location of Birth	Number	Percentage
United States	83,278	57.10%
New Jersey	68,414	46.90%
Different State	14,864	10.20%
Puerto Rico, U.S. Island areas, or born abroad to American parent(s)	19,892	13.60%
Foreign	42,745	29.30%

Source: ACS 2007-2011 5 Year Estimates

FIGURE 4.12

World Region of Birth (Foreign Birth)		
Location of Birth	Number	Percentage
Foreign-born population, excluding population born at sea	42,745	100.0%
Europe	1,869	4.40%
Asia	4,689	11.00%
Africa	613	1.40%
Latin America	35,491	83.00%
Northern America	83	0.20%

Source: ACS 2007-2011 5 Year Estimates

FIGURE 4.13

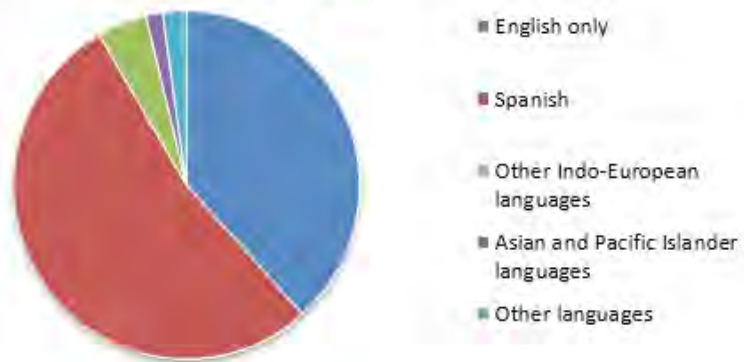
Languages Spoken at Home in Patterson & Passaic County

	Paterson City		Passaic County	
	Number	%	Number	%
Population 5 years and over	133,848	100.0%	463,410	100.0%
English only	51,283	38.3%	247,504	53.4%
Language other than English	82,565	61.7%	215,906	46.6%
Speak English less than “very well”	43,749	32.7%	103,526	22.3%
Spanish	71,304	53.3%	153,105	33.0%
Speak English less than “very well”	38,007	28.4%	78,166	16.9%
Other Indo-European languages	6,227	4.7%	38,320	8.3%
Speak English less than “very well”	3,461	2.6%	16,560	3.6%
Asian and Pacific Islander languages	2,079	1.6%	13,098	2.8%
Speak English less than “very well”	943	0.7%	4,929	1.1%
Other languages	2,955	2.2%	11,383	2.5%
Speak English less than “very well”	1,338	1.0%	3,871	0.8%

Source: ACS 2007-2011 5 Year Estimates

Figure 4.14

Primary Language Spoken at Home





OPPORTUNITES & CONSTRAINTS (SWOT)

Opportunities and Constraints

Analysis (SWOT)

The analysis of the opportunities and constraints in the City of Paterson is used to identify and understand the strengths, weaknesses, opportunities, and threats (SWOT) to the City and its rejuvenation efforts. Strengths and weaknesses are generally viewed as the comparative advantages and disadvantages within the City, while opportunities and threats are typically those external prospects or liabilities which may come to affect the quality of life in the City. The purpose of this type of analysis is to help use the strengths of the City to maximize the potential of any opportunities, while minimizing the impacts of any weaknesses or threats.

STRENGTHS: These are the positive characteristics, resources, and attributes of the City.

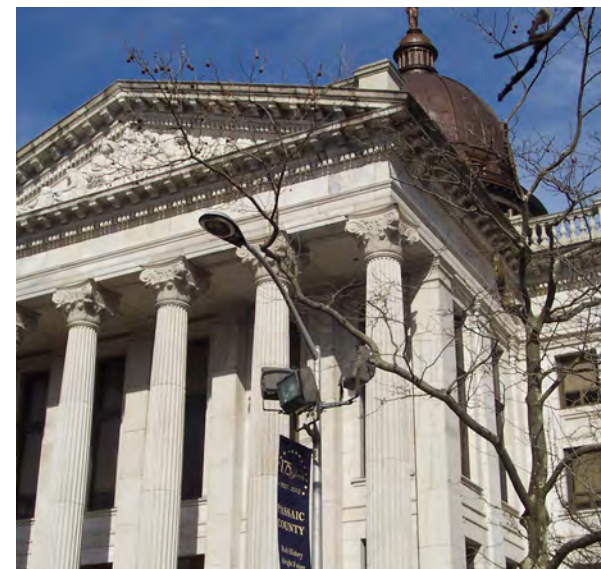
- **Great Falls** – The Great Falls, which is the birthplace of industry in America, and the most prominent feature in the City, is also perhaps the City's greatest asset.
- **County Seat** – Paterson is the seat of Passaic County, and the County has the majority of its offices and facilities located in the downtown of the City.
- **County College** – Passaic County Community College is also located in downtown Paterson. This brings in students from all over the County to the City.
- **Strong public transportation network** – Although there is only one commuter rail station in the City, there are numerous regular bus routes that service the City. There are also many private shuttle and jitney services that provide low cost transportation throughout the region.
- **Urban street grid** – Much of the recent literature and focus of planning efforts in the United States has focused on the benefits of a densely connected grid of streets and sidewalks, and the need for creating more places in this model. Dense street grids provide walkable streets for pedestrians, and a range of options

for routing traffic. Paterson already has a dense network of streets that provide the type of walkable scale that planners wish to emulate elsewhere.

- **Hospital** – St. Joseph's Regional Medical Center located in South Paterson is one of the largest hospitals in the region, and provides a steady economic base and center for employment in the City.
- **Cultural Diversity** – Paterson is one of the most diverse Cities in the nation. The city is made up of groups of people from a wide array of ethnic and national backgrounds, and they each bring their own unique culture to the City.
- **History** – Many people not just in the City of Paterson now, but throughout New Jersey and the northeast region can trace their roots in this country to Paterson. Paterson was, and still is, a landing point for many immigrant groups to the United States. For this reason, many people carry a strong sentiment and feel a connection to the City, even if they no longer live in Paterson.
- **Community Groups** – There is a strong presence of faith based and non-profit community development entities within the City, that provide a multitude of services and programs to assist residents in need, and help foster pride in the community.



The Great Falls



The County Seat



Vacant Property



Infill Development, Philadelphia

WEAKNESSES: These are the negative aspects of Paterson that may detract or hinder the City from achieving its desired goals.

- Public Safety – Concerns about crime and safety in the City can be a major deterrent to any revitalization efforts. New residents and businesses may be hesitant to locate in the City due to fear of crime.
- High Vacancy – With the high levels of property abandonment and vacancy in the City, the stability of neighborhoods is weakened, and the City is burdened with attempting to maintain properties it does not own.
- Industry – The industrial infrastructure in most of the City is geared towards outdated manufacturing, and is not necessarily well suited to the needs of modern industry. Retro-fitting abandoned warehouses and manufacturing plants to suit today's needs can be very costly.
- Schools – The educational system in Paterson is generally held in low regard as a poorly performing school system. Parents who can afford to be selective in where they wish to live may choose to live elsewhere simply due to the perception of the quality of schools. This can both serve to drive out existing residents, and act as a deterrent to any potential new residents.
- Low Incomes – The typical household in Paterson has a very low income relative to the rest of the region and the state. Most residents cannot afford to own their own homes, or pay market rates for rentals in new construction.
- Cost of Living – Paterson is an urban area in the New York City region, and the cost of living is very high. Although this is true across the region, the cost of living when compared to the quality of service that is provided in the City regarding schools and other amenities is high enough to give other cities a competitive advantage.

- Home Ownership Rates – The rates of homeownership in the City are very low. As a generality, families that own their own homes are more invested in their communities, both financially and socially.
- Environmental Contamination – The City being a center of industry throughout most of its history and long before serious environmental regulations means that much of the City suffers from environmental pollution. Even if the people or businesses that created the pollution are gone, the contamination remains, and this can be a significant impediment to new development or re-use of contaminated properties.

OPPORTUNITIES: These are the opportunities that exist beyond the City that can help Paterson reach its goals. These are resources that could be brought into the City.

- Great Falls National Park – The Great Falls National Park presents a great opportunity for the City to capitalize on historic tourism. The Park will be the only national park in the country that is located within an urban area, lending a unique experience to visiting the Falls.
- New transportation links – With the existing transportation infrastructure in place in the City, there are opportunities to add new public transportation routes and links, such as the proposed Bergen/Passaic Light Rail from Hawthorne to Hackensack which would run on existing tracks in the City.
- Infill Development – While the high vacancy rate on one hand is a weakness, on the other hand it can be seen as a great opportunity for infill development. Development on smaller properties can have a dramatic effect on neighborhood stability without imposing cataclysmic change. This can also have the

effect of turning liabilities into assets.

- **Location** – Paterson is only ten miles away from the largest city in the country, and its proximity to New York City and transportation infrastructure leading to and from the City allows Paterson to capitalize on the economy of the region.
- **Cost of Living** – As stated above, the cost of living in the New York City metropolitan area is very high. There are many people who wish to live in the City, but cannot afford to do so. Even though the cost of housing in Paterson is expensive, it is still significantly less than Manhattan, Hoboken, or other urban areas outside the City. Paterson can position itself as a relatively low-cost alternative to other urban centers in the region for those hoping to live the City life on a lower budget.

THREATS: These are the factors which may render the City vulnerable, or become a roadblock to any potential progress.

- **Lack of Action** – Residents are already weary and perhaps even jaded from the amount of meetings, focus groups, and community forums among other things where they have been asked to voice their opinions and express their desires, only to see little come of it. Without tangible and concrete evidence of progress, there is a risk of alienating the support of the public from any future endeavors.
- **Code Enforcement** – A lack of enforcing existing and proposed regulations would mean that little improvement can be achieved.
- **Funding** – Relatively few projects and developments in the City are funded entirely through municipal funds or by the private market. Many development projects and proposals within the City are contingent upon receipt of federal funding through HUD grants, or other federal or state sponsored programs. Changes at the state or federal level to sources of funding for

community development projects could significantly impact the ability of the City to implement its plans.

- **Rental Assistance** – Many residents in the City are currently receiving rental assistance of some form in order to pay for housing. Changes to rental assistance programs at the Federal or State level could have drastic effects on the rental housing market of the City.
- **Property Taxes** – Further erosion of the property tax base would reduce the amount of funds that the City bring in, and further stretch the little resources available to City staff to implement plans and enforce regulations.



Downtown at night



Blighted buildings



LAND USE ELEMENT

Introduction

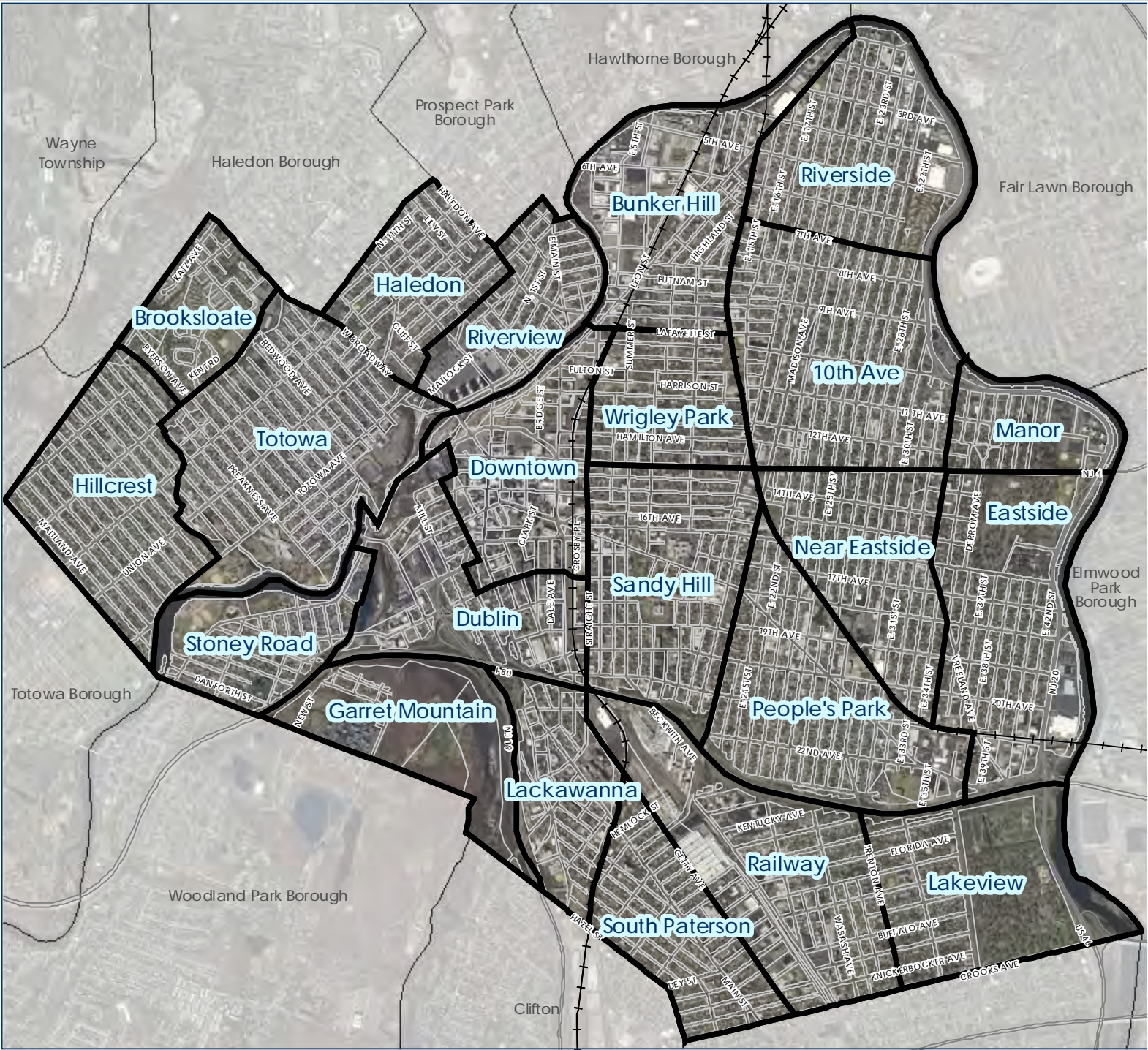
The Land Use Element of the Paterson Master Plan is intended to provide a framework for all future land use in the City, including both the City's zoning map, and the zoning ordinance, which are the primary regulatory tools governing land use in the City. The Land Use Element synthesizes all other Master Plan Elements, and provides a summary of existing land use and zoning in the City, and makes recommendations regarding changes to the land use patterns. This Plan is written in accordance with NJ Municipal Land Use Law 40:55D-28.b(2), which requires that a municipal master plan contain a Land Use Plan Element.

The Land Use Element of the Master Plan is the core of the Master Plan, and the focus of traditional Land Use Planning and Zoning. Thus, it is crucial that after the adoption of this Plan, the City's Land Development Ordinance also be updated so that the regulations governing land use are in sync with the goals and objectives of this Plan. To this end, this Element also includes recommendations for revisions to the Zoning Map and the Land Development Ordinance.

A land use plan element (a) taking into account and stating its relationship to the statement provided for in paragraph (1) hereof, and other master plan elements provided for in paragraphs (3) through (12) hereof and natural conditions, including, but not necessarily limited to, topography, soil conditions, water supply, drainage, flood plain areas, marshes, and woodlands; (b) showing the existing and proposed location, extent and intensity of development of land to be used in the future for varying types of residential, commercial, industrial, agricultural, recreational, educational and other public and private purposes or combination of purposes; and stating the relationship thereof to the existing and any proposed zone plan and zoning ordinance; and (c) showing the existing and proposed location of any airports and the boundaries of any airport safety zones delineated pursuant to the "Air Safety and Zoning Act of 1983," P.L.1983, c.260 (C.6:1- 80 et seq.); and (d) including a statement of the standards of population density and development intensity recommended for the municipality;

CITY OF PATERSON
Master Plan

Neighborhoods



Source: NJGIN, NJDOT, NJDEP, NJ Transit

Neighborhoods and Wards in Paterson

The City of Paterson can be best understood as a larger community of made up of smaller neighborhoods. Each of these neighborhoods has a distinct land development pattern that provides for different opportunities for new developments alongside the existing land uses. The City is also made up of administrative wards, which have little correlation to the neighborhoods, however must also be considered when observing the land use patterns in the City and their implications regarding future land development. Neighborhood boundaries used for the purpose of this Plan can be seen in the Neighborhood Map.

NEIGHBORHOODS OF PATERSON

There are 22 different neighborhoods in the City of Paterson. Unlike the wards, the boundaries of neighborhoods are not official, nor do they have any implications in the provision of City services or government representation. The neighborhoods are informally bound areas of the City, which comprise the basic units of community life in Paterson. The boundaries of each neighborhood may vary, as these are not authoritatively agreed upon, but merely functional boundaries for small communities. Different people may have different interpretations of the boundaries of each neighborhood. These boundaries may also be fluid. As people and businesses move, what is considered a boundary line or marker may move as well. The following is a brief analysis of the land use patterns of each neighborhood of the City.

Downtown – Downtown Paterson is primarily a mix of commercial and civic uses. Downtown is the home of much of the City government functions, as well as County government buildings. Main Street is one the City's busiest commercial areas, lined with shops and businesses that cater to residents from around the region. Conspicuously absent from Downtown are residential uses. Currently, while the ground floors of most buildings are occupied

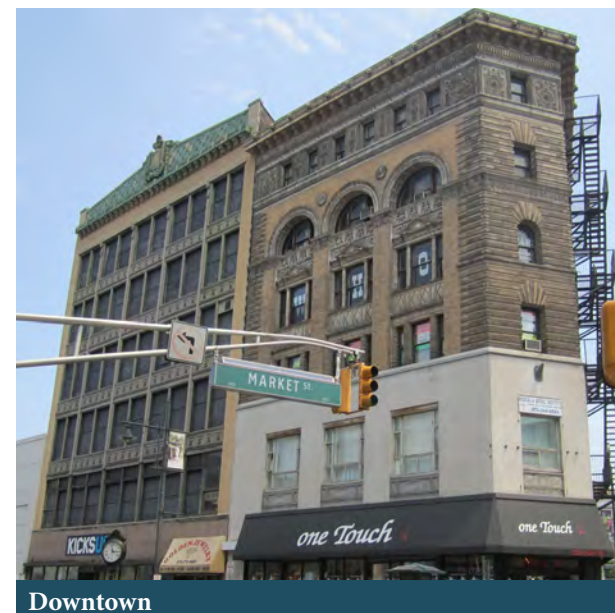
by retail and service businesses, many of the existing buildings have vacant space on their upper floors. Some notable uses in Downtown include:

- City Hall
- Passaic County Courthouse and Government buildings
- Center City Mall
- Passaic County Community College
- Main Street commercial buildings
- Ward Street Train Station
- Broadway Bus Station
- Paterson Public Safety Complex
- St. Michael's Roman Catholic Church

Wrigley Park – Wrigley Park is a primarily residential community just northeast of Downtown. Many different uses are mixed amongst the residential buildings in Wrigley Park. These include numerous small grocery stores and convenience stores, churches and mosques, and several industrial properties. Many of the homes in Wrigley Park were originally constructed as single-family residences, but have since been converted to two-family or multi-family uses. A relatively high number of vacant properties can be found in this neighborhood as well. Prominent uses in Wrigley Park include:

- Barbour Park
- St. Luke Baptist Church
- Solomon's Temple

Sandy Hill – Sandy Hill is the neighborhood just south of Wrigley Park. Sandy Hill represents a broad mix of uses, with portions of Broadway and Park Avenue being heavily trafficked commercial corridors, as well as





People's Park



Dublin

Madison Avenue, which is the eastern boundary of the neighborhood and 21st Avenue in the southern end of the neighborhood. There are many civic uses in the neighborhood, including Eastside High School and several elementary schools. Much of the neighborhood around the commercial corridors and schools is devoted to residential uses, both single-family and two-family primarily. Sandy Hill can boast of being the home of the following uses:

- Eastside High School
- Roberto Clemente Park
- The Armory
- St. Anthony's Roman Catholic Church
- Danforth Memorial Library

People's Park – This neighborhood located just east of Sandy Hill, has a variety of land uses within its boundaries. Market Street, which runs through the neighborhood, is lined with retail and service businesses as well as many light industrial and automobile related uses. 21st Avenue is a commercial corridor which offers numerous retail stores and restaurants. There are also several schools and parks in the neighborhood. Most of the residential properties in People's Park are used as either single-family or two-family dwellings. Significant properties in the neighborhood include:

- Public School Number 24
- Martin Luther King Jr. Elementary School
- The Heritage at Alexander Hamilton (former Christopher Columbus Homes site)
- 21st Avenue Commercial Corridor
- American Hose and Hydraulics

Dublin – The Dublin neighborhood is the oldest neighborhood in the City, having been established as the industrial center of the City just south of the Great Falls. Remnants of the City's industrial heritage can still be found in this neighborhood, where many historic factories and mills are still present, some of which are empty, while others have been converted to offices, housing, or cultural facilities. Most of the neighborhood is used for either commercial purposes, such as Spruce Street and McBride Avenue, while the eastern end of the neighborhood near Dale Avenue and Slater Street is a mix of warehouses and other light industrial properties. Only a few small pockets of residential uses are currently present in Dublin, primarily along Mill Street. Significant sites in the Dublin neighborhood are:

- Overlook Park
- ATP/Colt Gun Mill site
- Rogers Locomotive Building
- Paterson Museum
- New Jersey Community Development Corporation
- Public School Number 2

Hillcrest – Hillcrest, the westernmost neighborhood in the City, is almost entirely made up of residential properties, most of which are single-family homes, although a few multi-family structures can be found in the neighborhood as well. There are a few commercial areas in the neighborhood, Union Avenue being one, and Berkshire Avenue near Union Avenue being another. A few noteworthy properties in the neighborhood are:

- Public School Number 27
- Westside Park

Brookslate – This is the smallest neighborhood in the City. Located in the northwest, this neighborhood is made up of just a few residential enclaves. There is

a cluster of single-family homes along Colonial Avenue and Christina Place, and single-family homes around Carrelton Drive and Granite Avenue, while the rest of the neighborhood is comprised of a large cooperative multi-family garden apartment complex, including the former Brooks-Sloate projects. A small commercial area is also within the neighborhood along Chamberlain Avenue near the border with the Borough of Haledon that includes a few commercial strip retail malls. This neighborhood includes:

- Brooks-Sloate Terrace
- Grace Buckley Park
- St. Gerard Catholic Elementary School

Totowa – The Totowa neighborhood in Paterson is located on the northwest banks of the Great Falls, and is a mixed use neighborhood that has a variety of land uses within its boundaries. Union Avenue which runs through the heart of the neighborhood is dominated by commercial and retail uses such as restaurants, laundromats, and convenience grocery stores. Much of the neighborhood around Union Avenue is a mix of single-family and two-family residential properties, while the southern end of the neighborhood near the Great Falls is devoted to park space on the riverfront. West Broadway in the east end of the neighborhood is also a retail strip, while some light industrial uses can also be found in that area. Several noteworthy sites in this neighborhood include:

- Union Avenue Commercial District
- John F. Kennedy High School
- Hinchliffe Stadium
- Mary Ellen Kramer Park
- Valley of the Rocks

Haledon – The neighborhood of Haledon, which shares a border with the Borough of Haledon, is a small largely residential community in the northern end of the City. The center of the neighborhood is dominated by residential uses, while the ends of the neighborhood are commercial areas, such as West Broadway, Haledon Avenue, and Belmont Avenue, which contain small retail businesses. There are a number of multi-family residential properties in this area of the City. Many buildings that were originally single-family homes have been converted to multi-family uses over time. Noteworthy properties in this neighborhood are:

- Belmont Senior Apartments
- Gospel Tabernacle Church

Riverview – Riverview is a Northside neighborhood along the Passaic River that is made up of many different residential and light industrial uses. Presidential Boulevard, which runs parallel to the river, is dotted with scrap yards, auto salvage yards and other related uses. The rest of the neighborhood is a mix of residential properties with small commercial uses such as convenience stores. Most of the homes in the neighborhood are two-family uses or apartments in smaller buildings. Riverview Towers, a large public housing complex is located in this neighborhood as well. The areas of the neighborhood east of East Main Street which are closest to the river, are regularly flooded. As a result this section of the neighborhood in particular suffers from abandonment, and there are a number of vacant properties. A few significant sites in the neighborhood are:

- Super Supermarket 2
- Public School Number 28

Bunker Hill – Bunker Hill is an industrial neighborhood in the northern end of the City, just north of Downtown and Wrigley Park. Bunker Hill can essentially be identified as two distinct land use areas. The properties north of



Riverview



Bunker Hill



10th Avenue

River Street are all industrial uses such as manufacturing or distribution centers located within the Bunker Hill industrial park. The properties south of River Street are mostly residential, being either single-family homes or duplex two-family homes. River Street itself serves as a retail commercial corridor, lined with small restaurants and shops catering to the neighborhood. Some notable businesses in Bunker Hill include:

- Master Metal Polishing Corporation
- JIT Manufacturing
- Sealy Mattress Company
- Gomez Packaging Corporation
- Direct Market Designs Inc.
- Accurate Box Company
- Kontos Foods

Riverside – Riverside is the northernmost neighborhood in the City, located at the tip of the Passaic River. This neighborhood represents a mix of land uses, including residential, commercial, and industrial properties. The center of the neighborhood is almost entirely residential, with single-family homes dominating the area, mixed with a few houses of worship and other such institutions. The east end of the neighborhood, along Route 20 is made up of large industrial properties that are used as warehouses and distribution centers. Significant uses in Riverside include:

- Home Depot
- Riverside Terrace Housing
- Blessed Sacrament Church

10th Avenue – This neighborhood also represents a broad variety of land uses. 10th Avenue and Madison Avenue are both heavily trafficked commercial districts, which are made up of many different small retail shops

and service businesses. Along Route 20 on the east side of the neighborhood are many stand-alone retail commercial uses, such as auto service garages. The southern end of the neighborhood is Broadway, which is another commercial corridor. The west side of the neighborhood has many industrially used properties, as it abuts the railroad. A number of parks and schools can also be found in the neighborhood. The housing in the neighborhood is a mix of small single-family homes, as well as larger apartment buildings. Several significant places are:

- Public School Number 21
- Rosa Parks High School
- Public School Number 1

Eastside – Eastside is one of the historic older residential communities in the City. The neighborhood is almost entirely single-family residential homes on larger lots, and much of the neighborhood is included in the Eastside Park Historic District, which is federally and state designated. Eastside Park is a large community recreation area that serves the entire City. The south end of the neighborhood does have some commercial and industrial properties, as the areas near Vreeland Avenue and 21st Avenue are used for storage and distribution due to their proximity to Interstate 80. Route 20, which runs along the eastern edge of the neighborhood, has several big box retail stores. The prominent features of this neighborhood would be:

- Eastside Park
- Historic homes
- Lowe's
- Islamic Center of Passaic County
- St. Therese's School



Eastside

Manor – The Manor neighborhood is a small neighborhood north of Broadway on the east side of the City. Consisting of only a few dozen City blocks in total, this neighborhood has many different land uses within its confines despite its small geographic footprint. The neighborhood has single-family homes, as well as apartment towers, fast food restaurants, banks, schools, and religious structures. The parcels that have frontage along Route 20 are devoted mostly to commercial uses or apartment buildings, while the parcels along Broadway are schools or religious institutions. The interior properties are almost all single-family homes. Important spots in this neighborhood are:

- Temple Emanuel Synagogue
- Paterson Charter School for Science and Technology
- Historic homes

Near Eastside – As the name implies, Near Eastside is next to Eastside Park on the east side of the City, but nearer to Downtown. Near Eastside, like the other neighborhoods surrounding it, is made up mostly of residential properties, while its boundaries are commercial corridors that it shares with its neighbors. The southeastern end of the neighborhood which abuts the railroad is predominantly industrial and commercial properties, which include a supermarket and other strip retail centers, as well as several chemical supply companies. The north end of the neighborhood is Broadway, which is lined with a multitude of businesses and institutional uses as well as residences above many of the businesses. The rest of the neighborhood is mostly used for housing, with small retail stores or religious institutions mixed amongst the homes. The neighborhood can count the following uses amongst its residents:

- Barnert Medical Arts complex
- Christ Church United Methodist church
- Faith Chapel Reformed Church

- Friendship Baptist Church
- Public School Number 20

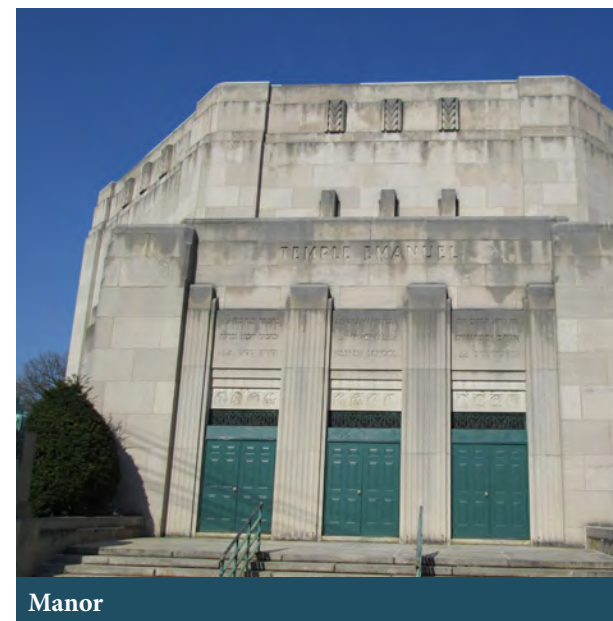
Lakeview – Lakeview is another primarily residential neighborhood in the City. One half of the entire neighborhood is used by Cedar Lawn Cemetery, while the rest of the neighborhood west of Lakeview Avenue is mostly single-family residential uses. The southern end of the neighborhood, Crooks Avenue, is lined with strip commercial retail uses, while there are also several retail shops on Trenton Avenue, which is the western edge of the neighborhood. There are a few prominent points of interest in the neighborhood:

- Cedar Lawn Cemetery
- Public School Number 25
- Ulu Cami Islamic Center

Railway – The Railway neighborhood possesses a mix of uses. The eastern end of the neighborhood along Railway Avenue and Getty Avenue is developed with a number of industrial properties such as factories and warehouses, many of which are used by the food service or building supply industries. Getty Avenue and Crooks Avenue both contain commercial uses, such as restaurants and personal service businesses. The eastern side of the neighborhood in between Wabash Avenue and Trenton Avenue is chiefly single-family residential homes. This neighborhood includes:

- Paterson Farmers Market
- Continental Can factory
- Cooke Locomotive
- Southside Firehouse

South Paterson – South Paterson is the southernmost neighborhood in the City, and is developed mostly with residential properties that branch out from two



Manor



Paterson Farmers Market, Railway



Lackawanna

commercial corridors. South Main Street is a main commercial corridor in the City that has many local businesses, shops, restaurants, and other similar uses lining the streets. Getty Avenue and Crooks Avenue also have quite a few commercial properties. West of Main Street is a mostly residential area, with a mixing of single-family properties and multi-family properties. South Paterson is home to the following prominent uses:

- South Main Street commercial corridor
- Turkish and Arab bakeries and specialty markets
- Public School Number 9
- South Paterson Library

Lackawanna – Lackawanna is a small neighborhood in the southern end of the City which is located between the NJ Transit Main Line railroad and Route 19. The most prominent feature of the neighborhood is St. Joseph's Hospital and the bevy of supporting uses and structures surrounding it. The lands northwest of the hospital offer an array of commercial and industrial uses, many of which are oriented towards the healthcare industry. There are some residential uses mixed in with the commercial and industrial parcels in the neighborhood, mostly in the northern and southern ends of the neighborhood. The prominent sites in this neighborhood are:

- St. Joseph's Regional Medical Center
- Public School Number 8
- St. Agnes Church

Garrett Mountain – Garrett Mountain is a small neighborhood next to Garrett Mountain Reservation in the southwest of the City. Most of the neighborhood is a planned unit development consisting of a large condominium and apartment complex. Just north of this planned unit development are a few blocks of single family homes. The remainder of the neighborhood is

Garrett Mountain Reservation, the large recreation area that offers views of the City from atop the mountain. The significant points in this neighborhood are:

- Garrett Mountain Reservation
- Lambert Castle/Belle Vista

Stoney Road – Stoney Road is an older, mixed use neighborhood in the City located to the southwest of the Great Falls along the banks of the Passaic River. McBride Avenue is lined with a mix of retail uses and single family homes, as is Grand Street and Murray Avenue. The rest of the neighborhood is lined with single family homes. Some important landmarks in the neighborhood are:

- Pennington Park
- St. Bonaventure Roman Catholic Church
- Public School Number 7
- Public School Number 29



Garrett Mountain



First Ward



Third Ward

CITY ADMINISTRATIVE WARDS

The City is divided into 6 different wards for administrative purposes. Each ward in the City elects their own council person to the City Council as a direct representative in City government. It is important to note that the boundaries of each ward are political boundaries, and do not necessarily represent boundaries of neighborhoods. The boundary lines for the different wards were drawn primarily for the purposes of creating 6 equally populated districts as a part of the municipal government structure. While some neighborhoods may fall entirely within one administrative ward, others do not. The following is a general overview of the location and land use characteristics of each ward in the City.

FIRST WARD - The City's First Ward is located in the northern and western portions of the City, and spans across the Passaic River, including the majority of the downtown of the City and the Great Falls, as well as the northern neighborhoods on the west side of the River. The First Ward has the highest concentration of commercial office and retail uses in the City, most of which are located downtown. On the other side of the River in the First Ward are primarily residential areas.

SECOND WARD - The Second Ward is the western and southwestern areas of the City. This ward stretches from St. Joseph's Medical Center in South Paterson, all the way west to the border with the Borough of Totowa. Garrett Mountain Reservation is in the Second Ward, as is some of the historic mills and neighborhoods just southwest of the Great Falls. The western end of the ward is a primarily residential area, although most of the Union Avenue commercial corridor is in the Second Ward.

THIRD WARD - This ward is the entire eastern edge of the City along the Passaic River, stretching from the northern tip of the City all the way down to Cedar Lawn Cemetery. This ward contains a wide range of uses, from

industrial properties in the northern end and along the railroad corridor, to big box commercial retail uses along Route 20, and Eastside Park on Broadway and Park Avenue. Amongst these uses are residential areas of differing styles and densities, from large single-family homes to rowhouses, to apartment towers.

FOURTH WARD - Paterson's Fourth Ward is the north and central parts of the City, roughly the areas north of Ellison Street and east of Straight Street. Included in the Fourth Ward are the Bunker Hill industrial district along the Passaic River, and the commercial corridors on Broadway, Madison Avenue, 10th Avenue, and River Street. The ward is also home to dense and diverse residential communities and neighborhood park facilities.














FIFTH WARD - The Fifth Ward is the City's central most district, and the only ward which does not border another municipality or touch the Passaic River. The Fifth Ward is made up of the areas generally south of Ellison Street and Grand Street, north of Interstate 80 and 20th Avenue, west of East 31st Street, and east of Straight Street. This ward also includes many of the historic mills and factories just southeast of the Great Falls. The southeast end of this ward, along Market Street and the railroad is made up of larger commercial and industrial properties, while the northern end is a mostly residential community surrounding Eastside High School and Roberto Clemente Park. The southwest end of the ward, around Jackson Street, is another industrial area of the City.

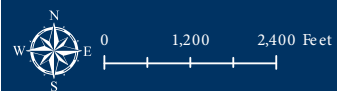
SIXTH WARD - The Sixth Ward is located mostly south of Interstate 80, although it does extend north to 20th Avenue and includes the commercial corridor along 21st Avenue. Most of the southern portions of the City are located in this ward. This includes South Paterson, Lakeview, and the Railway Avenue industrial corridor. South Main Street is a vital commercial area in this ward as well. The majority of the rest of the ward is made up of single-family residential uses.

CITY OF PATERSON Master Plan

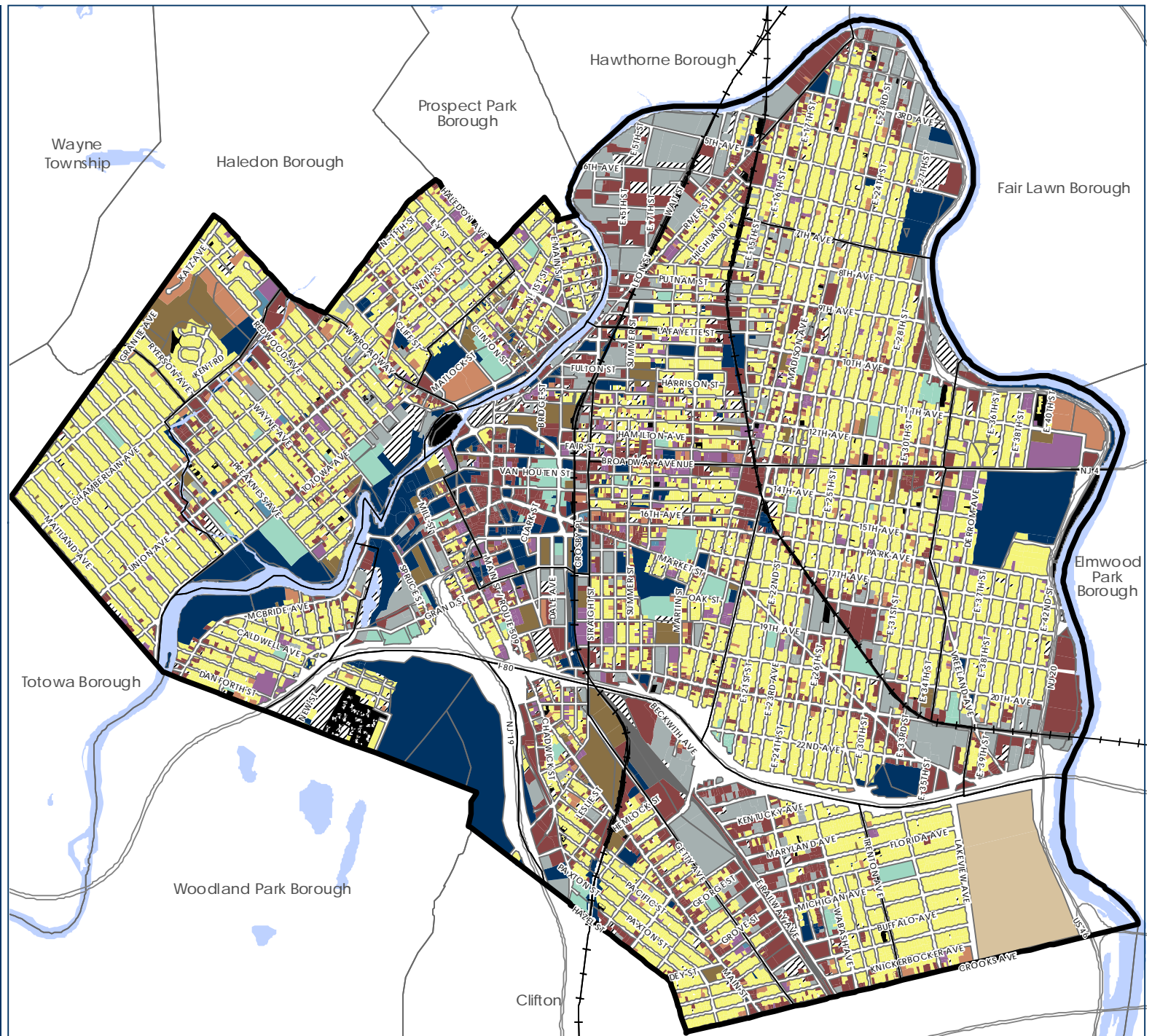
Existing Land Use

Existing Land Use

-  Vacant
-  Residential
-  Commercial
-  Industrial
-  Apartment
-  Railroad Class I
-  Public School Property
-  Other School Property
-  Public Property
-  Church & Charitable
-  Cemeteries & Graveyards
-  Other Exempt Properties
-  No Data



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Tax Assessment Data





Existing/Historic Land Use

The following section discusses in detail the existing land use throughout the City broken down by land use category. The Existing Land Use Map graphically depicts the current land use patterns in the City, while the 2004 Land Use Map depicts the land use at that time. The two maps along with the Land Use Chart compare the land use patterns in the City and portray recent trends in land use. The data for the maps and the chart are derived from MODIV tax assessment data.

FIGURE 6.1
Paterson Land Use

Category	2004		2012	
	Acres	Percentage	Acres	Percentage
Residential	1,643.0	29.5%	1,633.0	29.4%
Apartment	104.4	1.9%	124.2	2.2%
Commercial	464.3	8.3%	570.2	10.2%
Industrial	311.0	5.6%	311.5	5.6%
Railroad	N/A	0.0%	26.2	0.5%
Public School	93.9	1.7%	113.6	2.0%
Other School	5.3	0.1%	5.1	0.1%
Public Property	443.5	8.0%	454.7	8.2%
Religious/charity	122.5	2.2%	110.8	2.0%
Cemetery/graveyard	111.0	2.0%	111.0	2.0%
Other tax exempt	129.1	2.3%	120.0	2.2%
Vacant	242.7	4.4%	174.6	3.1%
Streets/right-of-way	1,714.4	30.8%	1,717.1	30.9%
No Data	178.1	3.2%	91.2	1.6%
Total	5,563.2	100.0%	5,563.2	100.0%

Source: 2004 and 2012 MODIV Tax Assessment Records

RESIDENTIAL USES

Outside of Streets, residential uses occupy the largest percentage of land area in the City. Over 30% of the City's land mass is devoted solely to residential uses. Outside of the downtown area, and the industrial corridors along the river, much of the City is primarily residential. While residences can be found in every neighborhood throughout the City, there is a general pattern to residential development. The lower density, single-family residential areas are generally located on the periphery of the City, in neighborhoods like Hillcrest, Lakeview, Stoney Road, the Manor, and Eastside. While higher density, multi-family housing is more concentrated in the central neighborhoods like Wrigley Park, Sandy Hill, Near Eastside, and Peoples Park. In general, the residential development of the City becomes more intense as the distance to the downtown decreases. Although, like any urban area that has developed over time, this is only a general pattern. Not everything is neatly organized. Residences of differing sizes and densities can be found mixed together throughout the City in a patchwork of homes.

COMMERCIAL USES

Commercial uses comprise approximately 10% of the land use of the City. Commercial uses include both offices and retail sales among other related uses. Being an urban area, there are commercial uses scattered throughout the City, however there are several corridors and sections in the City that are much more densely developed with commercial functions. The majority of the downtown of the City is devoted to commercial uses, both offices and retail spaces. Other major commercial corridors in the City include: 21st Avenue, Market Street, Broadway, South Main Street, Union Avenue, 10th Avenue, Railway Avenue, River Street, and Madison Avenue.

INDUSTRIAL USES

Considering the City's industrial heritage, industrially used lands currently only comprise 6% of the City's land area. Most of these industrial parcels are concentrated in a few areas of the City. North of River Road in the Bunker Hill neighborhood is a primarily industrial area, as is the northern end of the City in the Riverside neighborhood along Route 20. Other primarily industrial areas include Railway Avenue in South Paterson, Dale Avenue just south of the downtown, and along the railroad corridor that runs from the southeast of the City near 21st Ave to the northern end of the City.

PUBLIC AND QUASI PUBLIC LAND USE

Public uses and other civic institutions represent the second largest category of land use after residential, covering approximately 16% of the City's land use area. These parcels include public schools, private schools, religious institutions, not-for-profit institutions, government buildings, public parks, and other government owned lands such as public parking lots or public housing sites. The largest of these uses are the public parks, including Garrett Mountain Reservation, Eastside Park, Westside Park, Pennington Park, and the Great Falls National Park area. Other large parcels of civic uses are located in the downtown of the City, where much of the municipal and county government offices are located as well as Paterson Parking Authority lots and garages.



Multi-family housing



Commercial uses



Vacant property



Streets of Paterson

VACANT PROPERTY

Vacant property accounts for nearly 3% of the City's land mass. Vacant parcels are those that currently are not developed with any sort of building, and differ from properties which may have a building but have been abandoned. For land use purposes, a vacant property is one which is undeveloped. The vacant properties in the City are scattered through every neighborhood. Many of the larger vacant parcels are former industrial sites along the Passaic River that have since been abandoned, and buildings demolished. Smaller parcels of vacant properties are dispersed throughout the City, but are more concentrated in the Wrigley Park and Riverview neighborhoods than other areas of the City.

STREETS/RIGHTS OF WAY

In terms of total land mass, streets and rights of way occupy the greatest amount of land in the City at over 30%. This includes all of the paved streets in the City as well as the sidewalks and the rights of way for state and interstate highways. Even with relatively narrow streets, small urban lots on small city blocks make for a large amount of street coverage, as a 30'-60' wide street right of way is located approximately every 300 feet, and is then crisscrossed by another similarly sized ROW. This along with the space allocated for the interstate highways and their interchange ramps accounts for more space than it may appear by glancing at a map.

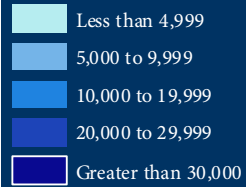
LOT SIZE

The City of Paterson, being an older city, is made up mostly of small urban lots, many of which are less than 5,000 square feet (1/8 acre). Much like the residential land use, the typical size of a lot in the City becomes smaller as the distance to the downtown decreases. Small lots dominate the center of the City where land use is more intense, while relatively larger lots are located in the single-family residential neighborhoods on the periphery. Most of the large lots (greater than 1/2 acre) in the City are either industrial parcels, parks, or other civic uses such as schools. Sizes of lots in the City can be seen in the Lot Size Map.

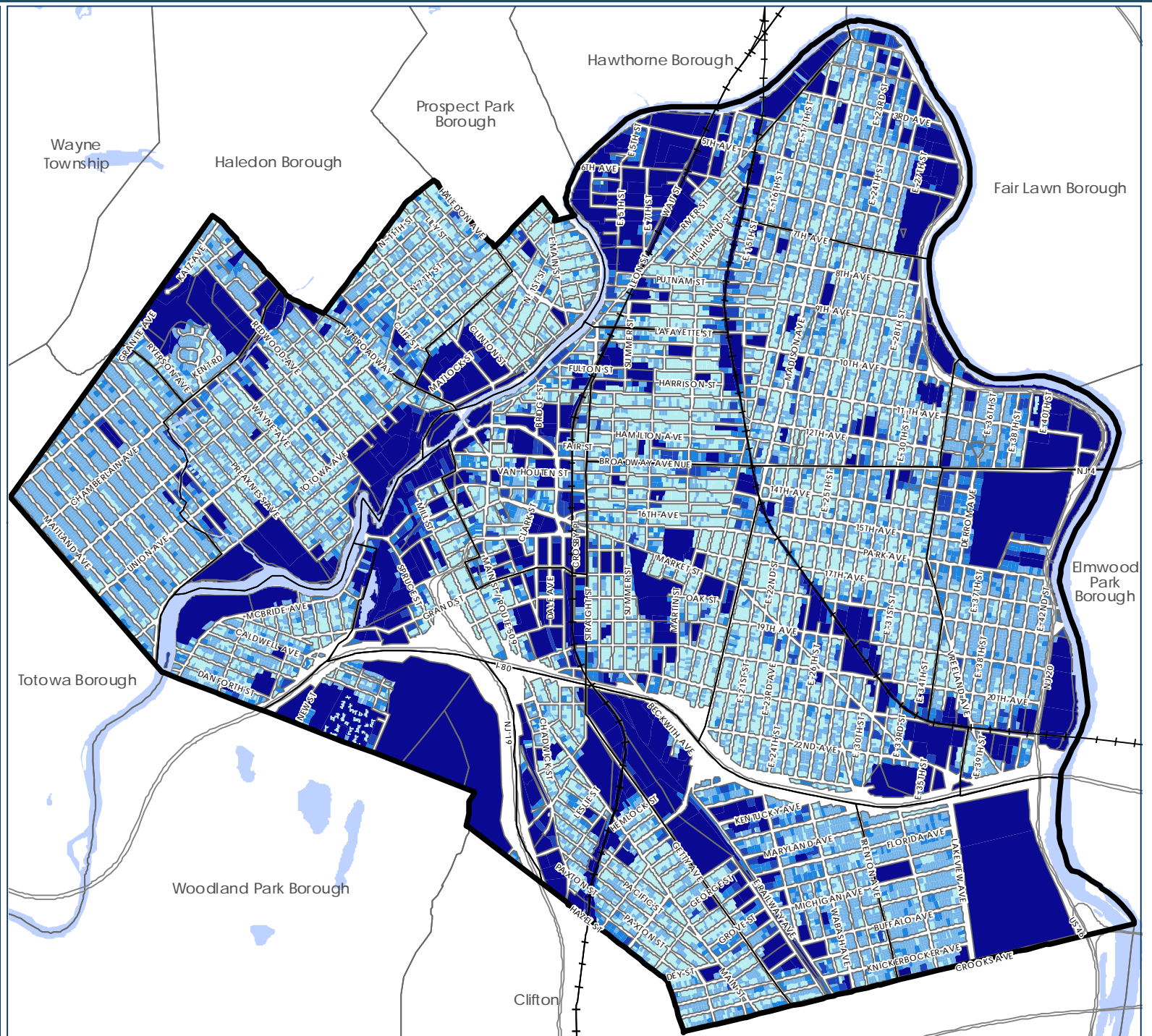
CITY OF PATERSON Master Plan

Lot Size

Lot Size (square feet)



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Tax Assessment Data



CITY OF PATERSON
Master Plan

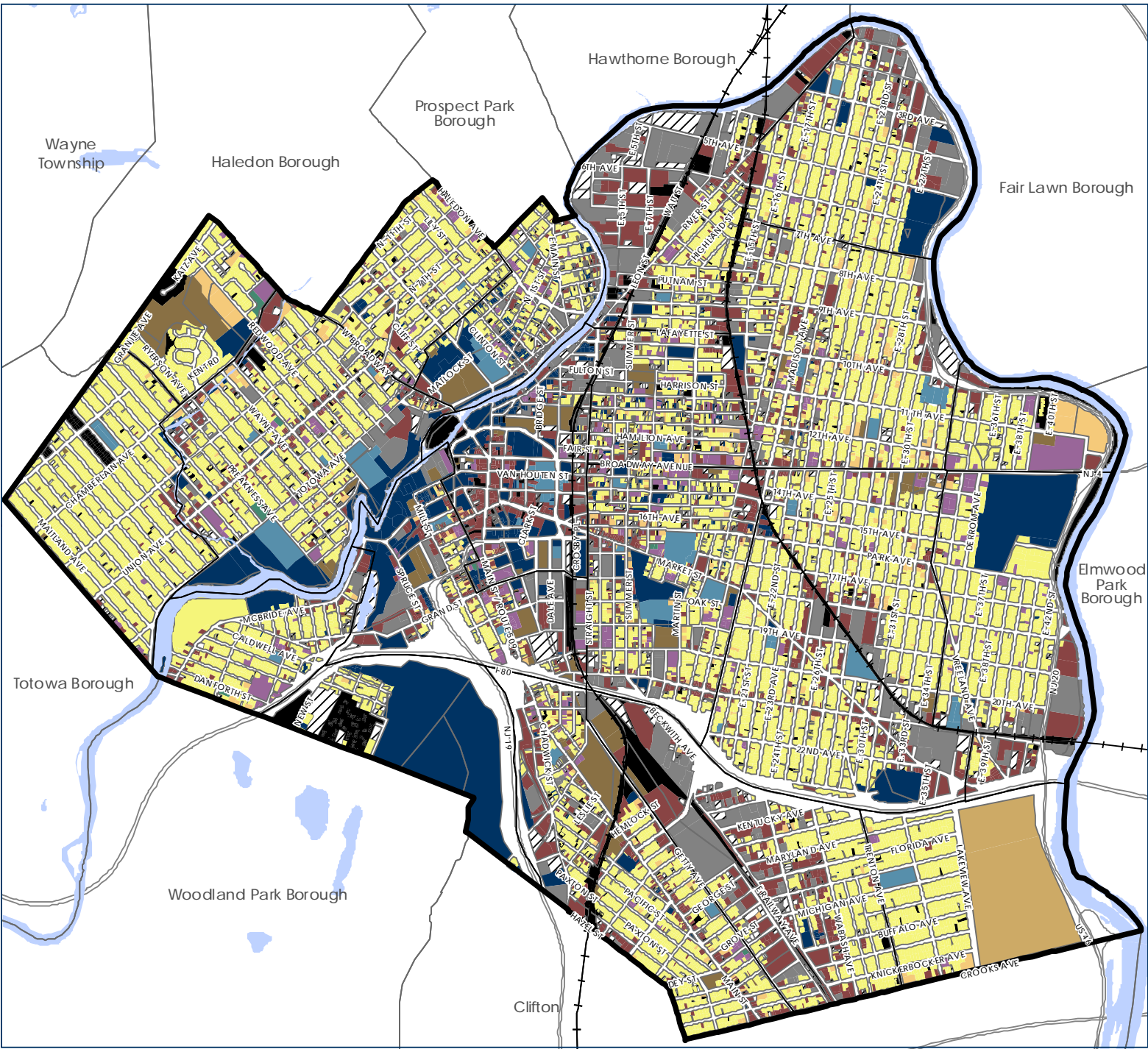
2004 Land Use

2005 Land Use

- Vacant
- Residential
- Commercial
- Industrial
- Apartment
- Public School
- Other School
- Public Property
- Church & Non-Profit
- Cemeteries & Graveyards
- Other Exempt
- Unknown



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2004 Tax Assessment Data



LAND USE TRENDS

The general land use patterns for the City have not significantly changed in the last decade. As is evident in a comparison of the 2004 Land Use Map and the Existing Land Use Map, the concentrations of residential, commercial, and industrial uses remain in the same locations, with only minor changes to a few parcels in each area. Many of the changes between the two maps are not necessarily a change in use, but only a change in classification, such as certain parcels officially being classified as vacant when they were previously classified as public or industrial lands by the tax records. The majority of the land use changes in the past decade involve only minor changes to small parcels.

As shown in the Land Use Change table, there have been relatively minor changes in the composition of land uses in the City. The largest change throughout the City has been an increase in commercial usage in the past decade. According to tax data, over 100 more acres of land are now used for commercial purposes than were in 2004. According to this data, much less property is vacant when compared with 2004 data. Nearly 70 acres of property that were previously classified as vacant, are now classified as something else, most likely commercial, apartment, or school property.

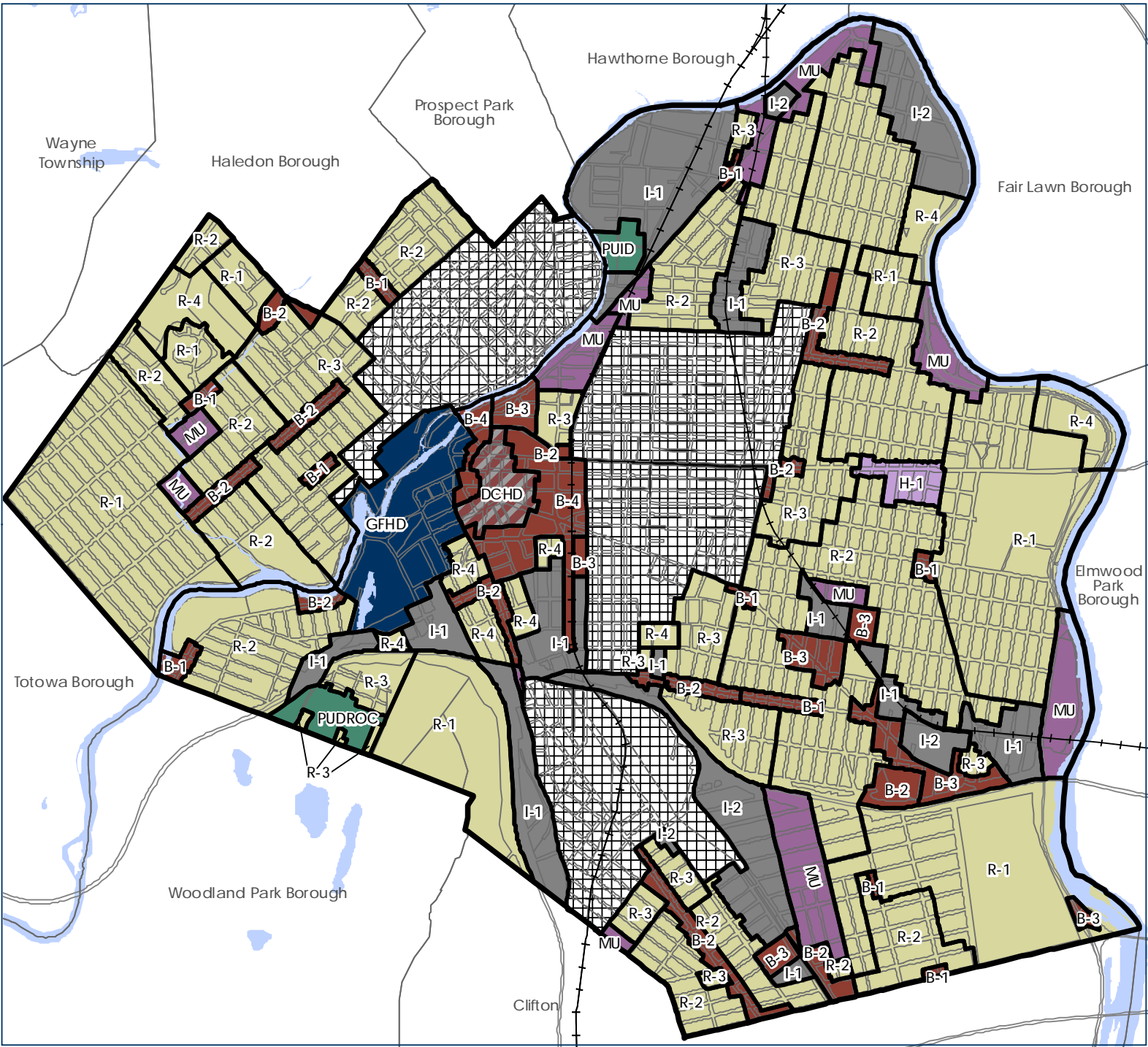
FIGURE 6.2

Land Use Change 2004-2012			
Classification	Acres 2004	Acres 2012	Change
Vacant	242.7	174.6	-68.1
Residential	1,643.0	1,633.0	-10.0
Commercial	464.3	570.2	105.9
Industrial	311.0	311.5	0.5
Apartment	104.4	124.2	19.8
Railroad	26.2	N/A	
Public School Property	93.9	113.6	19.7
Other School Property	5.3	5.1	-0.2
Public Property	443.5	454.7	11.2
Church & Charitable	122.5	110.8	-11.7
Cemeteries & Graveyards	111.0	111.0	0.0

CITY OF PATERSON
Master Plan

Existing Zoning

- Zoning
- R-1, R-2, R-3, R-4, RP-RM: Residential
 - B-1, B-2, B-3, B-4: Business
 - DCHD: Downtown Commercial Historic District Overlay
 - GFHD: Great Falls Historic District
 - H-1, H-2: Hospital
 - MU: Mixed Use
 - I-1, I-2: Industrial
 - PUDROC, PUID: Planned Unit District
 - Urban Renewal/Redevelopment Districts



Existing Zoning

The City of Paterson is divided into distinct zoning districts for the purpose of regulating land use and establishing bulk standards for development. These zones fall into the general categories of: residential, business/commercial, industrial, and special purpose districts. Aside from zoning districts, there are several redevelopment areas within the City, which have their own separate standards for land use and development. The Existing Zoning District map shows the location of each zone in the City. The following is a brief overview of the general purpose and standards of each zoning district in the City.

RESIDENTIAL

R-1 One Family Residential District: The purpose of this district is to provide for low density single-family residential development, and preserve the character of existing single-family residential neighborhoods. Permitted uses in this zone include single-family residences and community shelters on lots of at least 5,000 square feet. Hospitals, religious institutions, and various other public or civic uses are conditional uses within this zone. The R-1 zones in the City are located generally in the neighborhoods on the periphery of the City, in Hillcrest, Eastside, and Lakeview.

R-2 Low-Medium Density Residential District: The intent of the R-2 zone is to provide for moderately dense residential development of single-family and two-family structures on lots of at least 5,000 square feet. The R-2 zone is essentially identical to the R-1 zone, with the primary difference being that two-family structures are also permitted in this zone. The only difference in bulk and use regulations is that a greater amount of lot coverage is permitted in the R-2 zone. The R-2 zones in the City are located primarily in the east, northeast, southeast, and western neighborhoods, such as Near Eastside, Riverside, 10th Avenue, Totowa, Haledon, Peoples Park, and South Paterson.

R-3 High-Medium Density Residential District:

The R-3 zone is intended to allow for higher density residential development, such as townhouses, multi-family structures, low rise apartments, and garden apartments, while still maintaining a relatively small scale of building. Single-family, two-family, and community residences are also permitted in this zone. Neighborhood commercial uses are also permitted on corner lots on main thoroughfares in this zone, in order to facilitate retail uses that serve local residential populations.

Bulk standards for the R-3 zone are determined by the number of residential units per lot, and range from a minimum lot area of 5,000 square feet for a single or two-family structure, to a minimum of 15,000 square feet for a low rise apartment building. The R-3 zone is located throughout the City, primarily in areas abutting the R-2 zones, but closer to the downtown area.

R-4 High Density Residential District: The purpose of this district is to provide for high density residential development, in high rise structures. All residential uses permitted in the R-1, R-2, and R-3 zones are permitted in the R-4 zone with the same bulk standards as the R-3 zone. High rise residences on lots of 20,000 square feet or greater are permitted. Low intensity non-residential uses such as funeral homes and long-term care facilities are also permitted under certain conditions. The R-4 zones are located in small distinct areas of the City, where large housing complexes can be situated near major transportation routes, such as along the river by Route 4 or Route 20, or just south of the downtown near the I-80 interchange.



Single-family home



Multi-family housing



Neighborhood business



Light-industrial use

COMMERCIAL

B-1 Neighborhood Business District: The purpose of the B-1 district is to allow for small scale, low intensity retail and service businesses that provide convenient services or goods to meet the everyday needs of neighborhood residents. This district permits uses such as pharmacies, delicatessens, convenience stores, and personal service businesses. Single and multi-family residences are permitted, and mixed residential and commercial uses are also permitted on a single lot within this district. The bulk standards of this district permit development of up to 2.5 stories on lots as small as 2,500 square feet. The B-1 zones in the City are generally small corridors of 3-6 blocks located within residential neighborhood areas.

B-2 Community Business District: The purpose of the B-2 district is similar to that of the B-1 district, but on a larger scale. Whereas the B-1 district is intended to permit businesses that serve only local neighborhoods, the B-2 district permits businesses that are intended to serve the City as a whole. The district permits the same business establishments and residential uses as the B-1, but also larger businesses such as sporting goods stores and supermarkets. Small auto oriented uses such as repair shops and gas stations are also conditional uses in this district. The bulk standards are similar to the B-1, but require a larger minimum lot of 5,000 square feet, while permitting a greater intensity of land coverage. The B-2 zones in the City are located generally along major thoroughfares outside the downtown area such as 21st Avenue in Sandy Hill and Peoples Park, Union Avenue in Totowa, 10th Avenue, Broadway, and South Main Street.

B-3 General Business District: The purpose of this district is to allow for businesses that serve wider areas and generally require significant amounts of off-street parking. The uses permitted in this zone include building

supply stores, department stores, hotels, automobile rentals and sales, wholesale businesses, among other similar uses. Outside of loft dwellings, residences are not permitted in the B-3 district. The district permits these uses on lots of at least 10,000 square feet, with a minimum width of 100 feet. This restricts development to lots that could potentially provide off-street parking. The B-3 zones in the City are located in only a few locations, such as along Market Street in the southeast of the City, and along Railway Avenue in South Paterson.

B-4 Central Business District: The B-4 district is the downtown of the City, and is intended to provide for a pedestrian friendly downtown business district. The district permits a mix of uses of businesses and multi-family residences, as well as schools, government offices, and entertainment facilities. The district has no minimum lot standards or building height restrictions, which permits intensive urban development typical of a City downtown. The only area of the City zoned B-4 is the downtown area.

INDUSTRIAL

I-1 Light Industrial District: The I-1 district is intended to permit light industrial uses such as light manufacturing, fabricating, wholesale, warehousing, and distribution facilities. Residential uses are not permitted in the Industrial zones, and commercial uses are generally not permitted within the I-1 zone, as the industrial uses may have adverse effects on retail businesses. The bulk standards of the district permit development on lots of at least 10,000 square feet, 100 feet of lot width, and up to 60% of lot coverage. The I-1 light industrial zones in the City are located near highways or railroads, to allow for transportation access to other areas in the region.

I-2 Heavy Industrial District: The I-2 district is similar to the I-1 district in terms of general intent and bulk standards, but permits more intensive industrial uses

such as recycling facilities and junk yards. Residences and many commercial uses are prohibited from the I-2 zone, however establishments such as self-storage, or wholesale retail warehouses are permitted. Mid and large scale retail stores are conditionally permitted. The bulk standards of the I-2 are the same as the I-1 zone. There are only three I-2 zones located in the City. One is the northern tip of the City along the Passaic River and Route 20, one is in between Railway Avenue and I-80 in the south of the City, and the third zone is located along the railroad tracks between Vreeland Avenue and Market Street in the southeast of the City.

I-T Industrial Transition District: The purpose of the district is to permit a range of uses that will allow areas that were previously dominated by industrial uses to transition to primarily residential or commercial uses, without placing undue restrictions on existing industrial businesses that may not be a nuisance. The zone is intended to provide the flexibility needed to accommodate modern light industrial uses alongside residences or commercial businesses. There is currently one I-T zone in the City, which is a part of the Area 11 Redevelopment Area. Another single large block in the south of the City in between Getty Avenue and Railway Avenue, was proposed to be rezoned to the I-T district, and approved by the City, however on a technicality that decision was overturned by the Courts.

The Industrial Transition zone permits a range of uses, including light industrial, warehousing, mixed use community developments, and governmental uses. These uses are permitted on lots of at least 20,000 square feet (1/2 acre), except for “mixed use community developments” which require a minimum lot size of 1 acre. The I-T zone permits relatively dense development, allowing greater lot coverage and building heights than most other zones. Building in the I-T zone is permitted to be up to 80 feet tall, and cover up to 70% of their lot area.

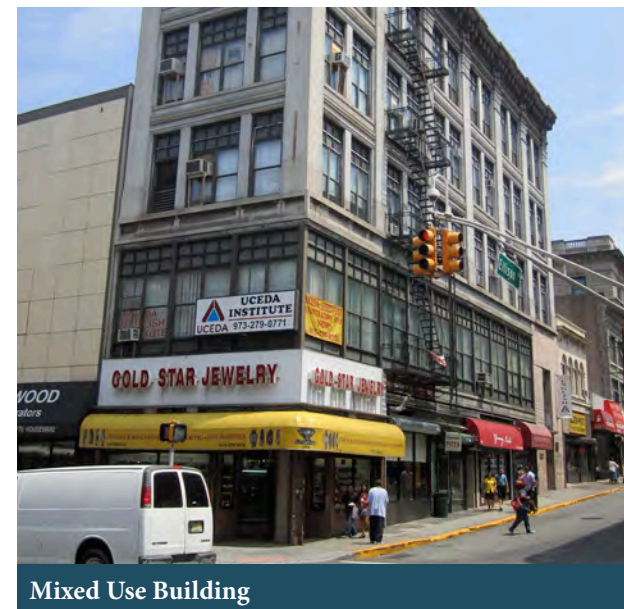
SPECIAL PURPOSE DISTRICTS

MU Mixed Use District: The purpose of the Mixed Use district is to provide an area for a mixing of light industrial and commercial uses in a single zone. Uses permitted in this zone include offices, neighborhood retail, banks, restaurants, and light industrial uses. Commercial uses in the MU zone must follow the same bulk standards as the B-3 zone, while industrial uses are regulated by the standards of the I-1 zone. There are several MU zones located in the City, primarily along the Passaic River or near established industrial areas.

H-1 Hospital Support Zone 1: The H-1 zone is intended to allow for the future expansion of the hospital, without detriment to the residential character of the surrounding neighborhood. The only H-1 zone in the City is located along Broadway in the eastern end of the City, around what was formerly Barnert Hospital, now the Barnert Medical Arts Complex. The district permits medical related uses on minimum lots of 5,000 square feet, with bulk standards similar to the R-1 and R-2 districts which surround the zone. Single-family and two-family residences are permitted in the district subject to the bulk standards of the R-2 district.

H-2 Hospital Support Zone 2: The H-2 zone no longer exists. It was the hospital support zone surrounding St. Joseph’s Hospital, but has been superseded by the Area 11 Redevelopment Plan. This zone and any reference to it should be removed from the zoning map and ordinance.

GFHD Great Falls Historic District: The Great Falls Historic District is intended to promote and preserve the historic character of the Great Falls area. The district’s purpose is to provide for the rehabilitation of the historic mills surrounding the Great Falls that make up much of the City’s industrial and architectural heritage, and to ensure that future development is sensitive to the historic context. Permitted uses in the district include residences



Mixed Use Building



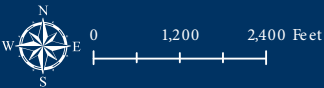
Great Falls Historic District

CITY OF PATERSON
Master Plan

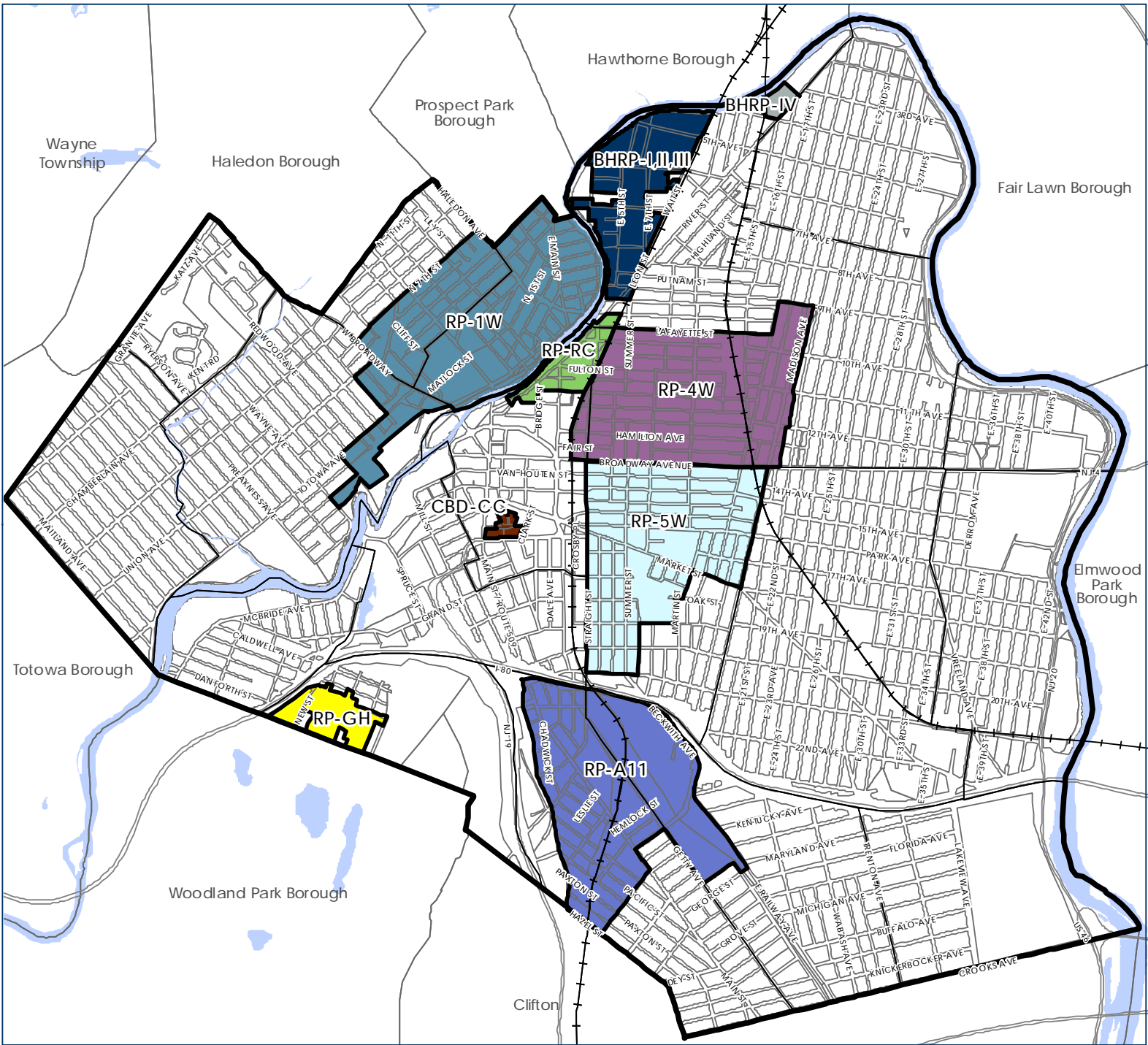
Redevelopment &
Rehabilitation
Districts

Urban Renewal/Redevelopment
Districts

- BHRP- I, II, III-- Bunker Hill
Phase I, II, III
- BHRP-IV-- Bunker Hill Phase
IV
- CBD-CC-- Central Business
District - Center City
- RP-1W-- First Ward
- RP-4W-- Fourth Ward
- RP-5W-- Fifth Ward
- RP-A11-- Area 11
- RP-GH-- Garret Heights
- RP-RC-- River Corridor



Source: NJGIN, NJDOT, NJDEP, NJ Transit



Redevelopment/Rehabilitation Areas and Plans

in low-rise or high-rise apartments, schools, libraries, museums, offices, neighborhood and community retail, and light industrial uses. The bulk standards for the district are similar to that of the Industrial zones, as large minimum lots of 10,000 square feet are required, however, taller, more intensive buildings are permitted.

Unlike any other zoning district in the City, the GFHD carries the extra provision of being a designated historic district, which means that any application for a building or zoning permit in this district shall be reviewed by the City's Historic Preservation Commission for their approval. This provides an additional layer of regulatory scrutiny to any development projects to hold development to a high standard, and protect the character and historic context of the neighborhood.

PUID Planned Unit Industrial Development District: The Planned Unit Industrial District is intended to encourage industrial development on large areas under a single development plan, rather than to regulate on a parcel by parcel basis as is typically done otherwise. The purpose of a planned unit industrial district is to provide for maximum flexibility in the design of industrial spaces, which would allow for innovative layouts and more efficient utilization of large areas. The PUID permits a range of industrial and commercial uses, such as mid-rise offices, research laboratories, warehousing, light manufacturing, and transportation garages. Planned unit industrial development is permitted in the PUID zone of the City, located in the north of the City along River Road. There is one other planned unit zone in the City, the Planned Unit Development Residential, Office, Commercial District (PUD-ROC) being the Garrett Heights Redevelopment Area, is also a planned unit district, but not a planned unit industrial district. Planned unit industrial development is also permitted in the I-1 and I-2 zones, on minimum areas of at least 3 contiguous acres.

There are a number of redevelopment/rehabilitation areas within the City of Paterson. Each of these designated areas has individually gone through a process of evaluation and designation as an area in need of redevelopment or rehabilitation. A redevelopment/rehabilitation area is a special district which includes its own land use plan, and may have its own zoning and design standards. Areas are designated as redevelopment/rehabilitation areas in order to help facilitate development in an area that otherwise would be unlikely to attract investment. The Redevelopment/Rehabilitation Districts map depicts the boundaries of each of the City's redevelopment and rehabilitation areas.

FIRST WARD REDEVELOPMENT AREA

The First Ward Redevelopment Plan which was adopted in 2004 is intended to revitalize the portions of the First Ward which are located on the north side of the Passaic River, across from the downtown CBD. The Redevelopment Area stretches from Great Falls north to 7th Street, along the River. The purpose of the Plan is to acquire and assemble large parcels for larger scale redevelopment projects, such as housing and public uses. The area is currently mostly developed with small scale residential and retail uses.

The Redevelopment Plan divides the area into four zoning districts. There are two residential districts, one which permits single and two-family homes, the other which permits residences with up to four families. There are also two commercial districts, a neighborhood commercial district and a general commercial district. These two districts are very similar in use and bulk standards to the City's B-1 and B-2 districts. There are also several parcels that are within a public overlay zone, intended to allow for public or quasi-public uses.



First Ward Redevelopment Area



Fourth Ward Redevelopment Area



Area 11 Rehabilitation Area



Center City Mall, CBD Redevelopment Area

FOURTH WARD REDEVELOPMENT AREA

The Fourth Ward Redevelopment Plan which was adopted in 2003 is intended to revitalize the portions of the Fourth Ward which are located in the center of the City, north of Broadway, east of the railroad, south of Lafayette, and west of Madison Avenue. The purpose of the plan is to strategically redevelop portions of the Fourth Ward to have a substantial impact on the neighborhood, to encourage capital investment and new housing and business opportunities. The area is currently developed primarily with small scale residential properties, and scattered retail uses along a few commercial corridors.

The Redevelopment Plan divides the area into six zoning districts. There are three residential districts, one which permits single and two-family homes, another which permits residences with up to four families, and a few parcels which are zoned specifically for senior residences. There are also three commercial/industrial districts; a community grocery zone, which is a large parcel specifically zoned for a supermarket, a general commercial district and a light industrial transition district. There is also a public overlay zone which encompasses just one single block on the corner of Rosa Parks and Hamilton Street.

FIFTH WARD REDEVELOPMENT AREA

The Fifth Ward Redevelopment Plan, adopted in 2004, targets the Redevelopment Area located in the Fifth Ward, south of Broadway, east of Straight Street, north of 21st Avenue, and west of Madison Avenue. The intent of the Redevelopment Plan is to acquire properties to encourage private development in strategic areas within the Fifth Ward that will have a significant impact on the community, such as infill housing and new commercial development. The area is currently developed primarily with small scale residential properties, while retail uses are located along Market Street and Straight Street.

The Redevelopment Plan establishes just four zoning districts for the Redevelopment Area. One is a single and two-family residential zone, which permits a medium density of residential dwellings of up to four units in one structure. There are two commercial zones, which are very similar to the B-1 and B-2 zones in the City, and there is also a public overlay zone.

AREA 11 REHABILITATION AREA

Area 11, which is the area in the south of the City near St. Joseph's Regional Medical Center, was designated as an area in need of rehabilitation in 2008. The rehabilitation area encompasses a large amount of land, nearly 250 acres, south of I-80, and along the railroad tracks. The rehabilitation area stretches east to Thomas Street and Railway Avenue, west to Marshall Street, and south to Hazel Street on the border with the City of Clifton. The area is made up of a mix of residential properties, industrial properties, office and medical uses near the hospital, and retail uses mainly concentrated along Main Street, as well as other small scale neighborhood commercial uses scattered throughout the area.

The purpose of the Redevelopment Plan is to utilize St. Joseph's Regional Medical Center as an economic development generator. The Redevelopment Plan created six zoning districts within the Area. There is a hospital zone, a residential zone, two mixed use zones, a multi-family residential zone, and an industrial transition zone. With the exception of the residential zone, these zones permit a mix of retail and office commercial uses, as well as residences and some light industrial uses, in a fairly dense environment. Several of the zones permit development to cover the entirety of a property, and with buildings as high as 8 stories. The residential district matches the bulk standards of the City's R-3 zone.

GARRETT HEIGHTS REDEVELOPMENT AREA

The Garrett Heights Redevelopment Area is located south of I-80 and just west of Garrett Mountain Reservation on the border with Woodland Park Borough. The Redevelopment Area encompasses most of the blocks west of Mountain Avenue, and south of Dixon Street. The area was originally designated as an area in need of redevelopment in 1985. However, in March of 2008 an amended Plan was adopted. The amended Plan for the redevelopment of Garrett Heights replaced the original Plan. The eastern half of the area is developed with dozens of clustered townhouses which were constructed as a result of the original plan, while the eastern half of the area is undeveloped. The Area has been developed as a planned unit development.

CENTRAL BUSINESS DISTRICT (CBD) CENTER CITY REDEVELOPMENT AREA

The CBD Center City Redevelopment Area was originally designated in the 1960's as an urban renewal area and plan, but has since been amended with a new Plan in 2004 to better reflect the needs of the City's downtown in the 21st Century. The Center City CBD redevelopment area is the blocks in downtown Paterson, just south of City Hall. It encompasses the parcels along Smith Street near Veterans Place and Hamilton Street, as well as the entire block between Ward Street and Smith Street just east of Main Street. The intent of the Plan is to catalyze economic development efforts in downtown Paterson, which despite other redevelopment efforts for decades, has been stagnant.

FIGURE 6.3

Redevelopment Plan Status				
Redevelopment Area	Adoption Date	Amendments	Duration	Zoning
First Ward Redevelopment Area	May 2004	June 2007	30 years	Plan zoning supersedes
Fourth Ward Redevelopment Area	December 2003		30 years	Plan zoning supersedes
Fifth Ward Redevelopment Area	May 2004		30 years	Plan zoning supersedes
Area 11 Redevelopment/ Rehabilitation	April 2008			Plan zoning supersedes
Bunker Hill Redevelopment Plan	March 1985		30 years	Existing underlying zoning
Bunker Hill Urban Renewal Plan	June 1983		40 years	Plan zoning supersedes
Central Business District Center City	1960's	September 2004	30 years from amended plan	Plan zoning supersedes
CBD-1A	May 1968	September 1974 & May 1984	40 years	Plan zoning supersedes
CBD-1B	December 1970	August 1978	40 years	Plan zoning supersedes
River Corridor Redevelopment Area	February 2001	April 2002 & March 2003	20 years	Existing underlying zoning
Garrett Heights Redevelopment	June 1985	March 2008	30 years from amended plan	Plan zoning supersedes
Great Falls Historic District	December 1979	June 1991, August 1997 & June 1998	Expired	Plan zoning supersedes
Godwin Street Redevelopment	July 1992	July 1992	Expired	Existing underlying zoning
Central Business District North Triangle	July 1992	July 1992	Expired	Existing underlying zoning
Jackson Street/Dale Avenue Redevelopment	November 1978	February 2006	Expired	Plan zoning supersedes
River Main Redevelopment Area	February 1987		Expired	Existing underlying zoning

The Plan brakes down permitted uses and bulk standards into districts that are each no more than a few parcels, with very specific standards for each parcel. The plan calls for a new Center City Mall complex, a structured parking garage, a 10 story residential building, and a smaller office building. Parking is also to be provided underground within the Center City Mall building. Since the Plan's adoption, the Center City Mall has been completed and is occupied by a number of businesses and restaurants.

BUNKER HILL REDEVELOPMENT AREA

The Bunker Hill Redevelopment Area is located in the north end of the City in the Bunker Hill neighborhood, in between the railroad and the Passaic River. The area is a large industrial region made up of warehousing and storage yard facilities. The area also at the time of adoption of the Plan, contained some residential properties and retail uses. The intent of the Redevelopment Plan is to redevelop the area as a more efficient and functional industrial area. The Plan is split up into four separate phases for redevelopment. The Redevelopment Plan adopted new use standards, while maintaining the existing underlying bulk standards and site standards. Phases I-III permit light industrial uses, while Phase IV permits heavy industrial uses.

RIVER CORRIDOR REDEVELOPMENT AREA

The River Corridor Redevelopment area is a relatively small section of the City, north of the downtown along River Street between Tyler and Franklin Streets. The area is primarily small scale industrial properties scattered throughout on sparsely developed parcels. The underlying Mixed Use zoning regulates land development within the area.

EXPIRED REDEVELOPMENT PLANS

There are several redevelopment areas shown currently on the City's official zoning map which have expired. When each of these areas was designated and their subsequent redevelopment plans adopted, it was stated that the plans would be in effect for a period of time. That period of time has passed for each of these plans. Though the zoning map does show underlying zoning, these redevelopment areas and any reference to them should be removed.

- Godwin Street
- CBD North Triangle
- River Main
- Jackson Street/Dale Avenue
- Great Falls Historic Redevelopment

Land Use & Zoning Consistency

As the Zoning/Land Use Overlay map illustrates, current zoning districts in the City generally are coincidental with the uses of the land, but not perfectly. While there are higher concentrations of commercial uses within the Business zones of the City, and the residential zones are dominated by residential uses, there are small commercial/retail facilities scattered throughout each of the residentially zoned areas as well. And there are several areas, the Redevelopment Areas in particular, where the uses in a neighborhood can vary widely. In some mixed use neighborhoods, residences can coexist with commercial, industrial, and public uses. Given the urban character of the City, this is to be expected. In cities with dense and diverse populations, land uses cannot always be neatly organized into distinct and separate zones.

Special Administrative Districts

SPECIAL IMPROVEMENT DISTRICTS (SID)

A Special Improvement District is an area where special taxes are assessed to all properties or businesses within a delineated boundary, and this extra tax revenue is used specifically for the benefit of the business district. The monies collected through special tax assessment for a SID are administered by a district management corporation, to make general improvements to the district which will benefit all members. The general purpose of a SID is to have members pool their collective resources in order to make strategic improvements that would not otherwise be financed by any one individual member alone. There are two Special Improvement Districts in the City.

Bunker Hill SID: The Bunker Hill Industrial Park Special Improvement District is located along River Road in the northern end of the City in the Bunker Hill neighborhood. The District was created in 1994

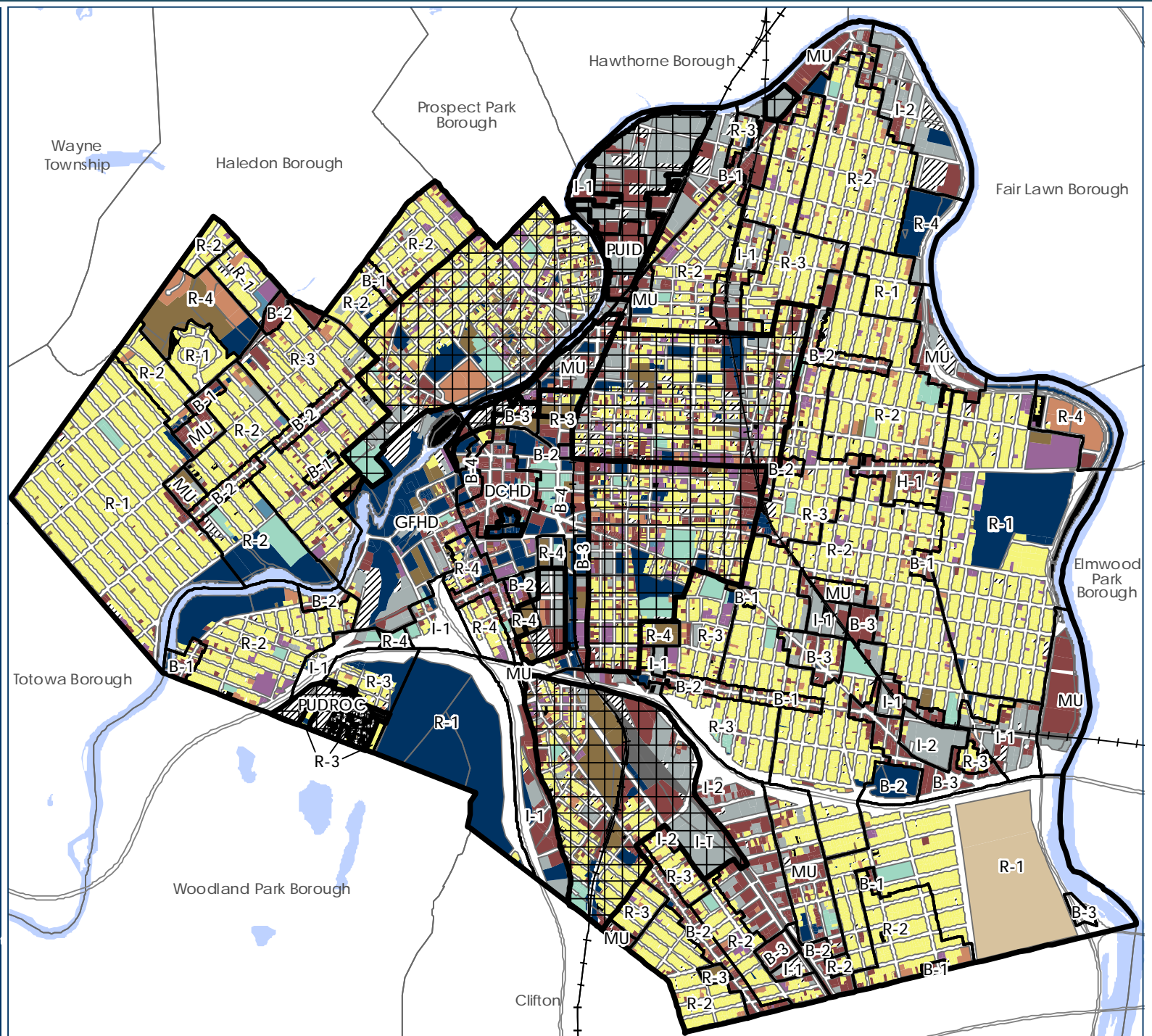
CITY OF PATERSON Master Plan

Zoning/Land Use Overlay

-  Urban Renewal/
Redevelopment Districts
- Existing Land Use
-  Vacant
-  Residential
-  Commercial
-  Industrial
-  Apartment
-  Railroad Class I
-  Public School Property
-  Other School Property
-  Public Property
-  Church & Charitable
-  Cemetaries & Graveyards
-  Other Exempt Properties
-  No Data



Source: NJGIN, NJDOT, NJDEP, NJ Transit





Downtown



Urban Enterprise Zone

to coordinate marketing efforts, promote and retain businesses, and improve security in the area.

Downtown Paterson SID: The Downtown Paterson Special Improvement District was established in 1997 to help improve the retail businesses located downtown. The intent of this district is to help provide a clean and safe shopping environment downtown, as well as to assist with marketing and economic development efforts in the area. The Special Improvement District contributes to streetscape improvement efforts of the UEZ and also coordinates and promotes special events in the downtown business district.

Sandy Hill SID: The Fifth Ward/Sandy Hill Special Improvement District is located along Market Street in the Sandy Hill neighborhood, and was established in January of 2014. The primary purpose for the establishment of this district was to provide additional security in the area.

Proposed Special Improvement Districts: There are currently SID's proposed for the South Main Street commercial corridor and for the 21st Avenue Commercial Corridor.

DCHD DOWNTOWN COMMERCIAL HISTORIC DISTRICT

The Downtown Commercial Historic District (DCHD), which is shown on the City's zoning map, is listed on the National Register of Historic Places, and is also a locally designated historic district. This means that properties within the district are eligible for historic preservation tax credits, and that any public projects in the vicinity, such as highway construction or new buildings, are required to conduct a study to determine the potential effects such a project may have on the historic district. While this district is locally designated as a landmark district, there are currently no zoning restrictions or

standards associated with the boundaries shown on the zoning map. The entire DCHD falls within the B-4 district, and those zoning standards apply.

URBAN ENTERPRISE ZONE (UEZ)

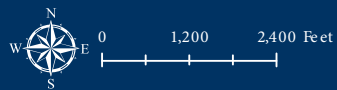
Much of the City's commercial areas are located within the designated boundaries of the UEZ, as shown on the Urban Enterprise Zone map. The Urban Enterprise Zone is a state program designed to help encourage employment and economic development in urban areas through incentives such as a reduced sales tax for consumers, and subsidized unemployment insurance for employers. In designated Urban Enterprise Zones, sales tax is reduced to 3.5% rather than 7%. UEZ member businesses also receive tax exemption on many operating expenses incurred. The UEZ also helps to administer and coordinate improvements to business areas as well as assist with small business loans to members. Nearly 1/3 of the City is within the UEZ boundaries, including the majority of the City's commercial and industrial areas.

Although not officially adopted, the City undertook a study several years ago to review and revise the boundaries of the UEZ. This study proposed to modify the boundaries of the UEZ, by removing 58.99 acres from within the boundaries, and including 58.99 acres that were not previously within the boundaries, resulting in a new boundary, but a net neutral modification. The properties proposed to be removed are all generally residential or public property such as schools. The UEZ map shows the current official boundaries of the UEZ.

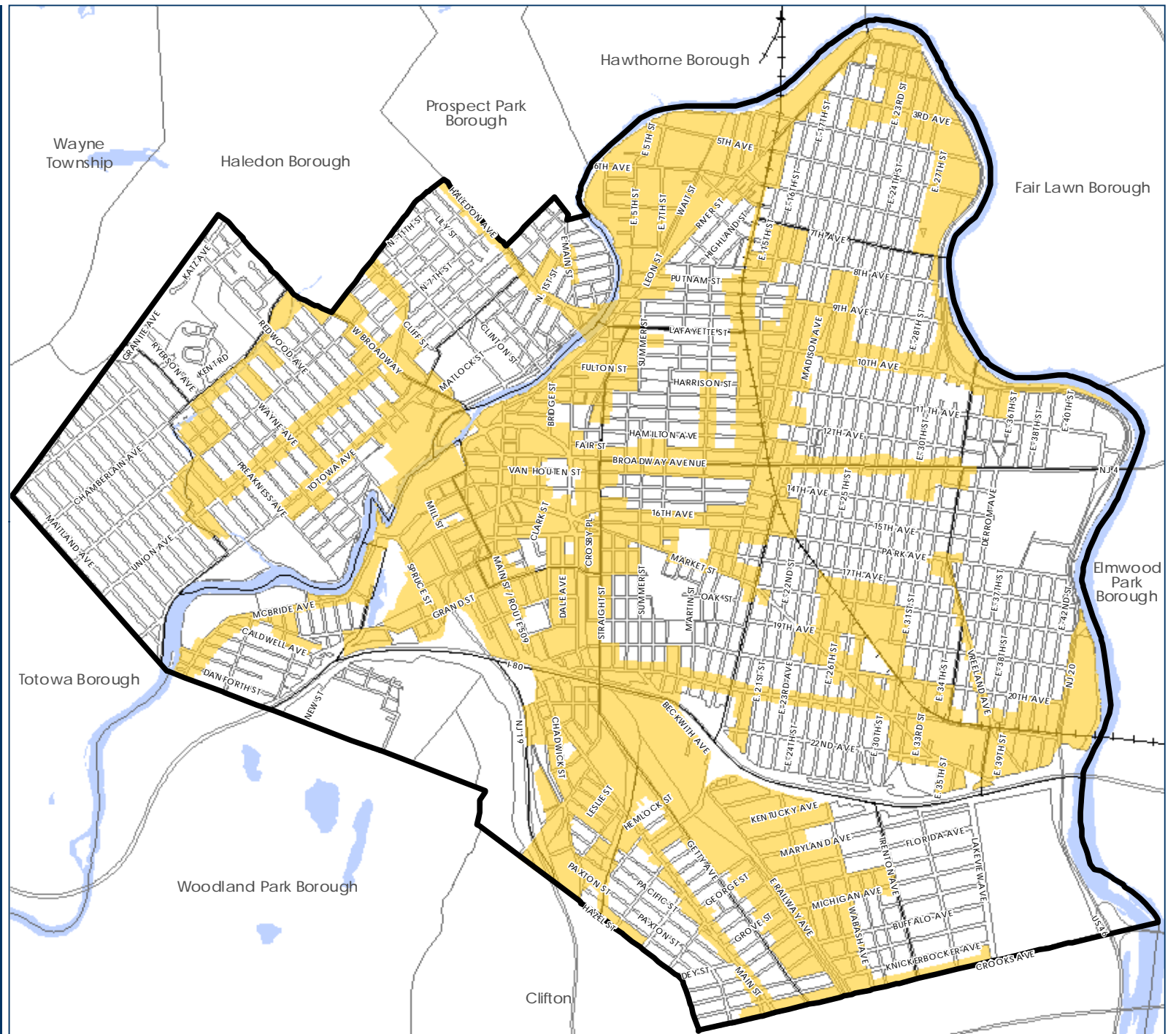
CITY OF PATERSON Master Plan

Urban Enterprise Zone

 Urban Enterprise Zone



Source: NJGIN, NJDOT, NJDEP, NJ Transit





The Armory



Hinchliffe Stadium



Alfano Island



Vistas site



Hyatt Hotel

Current Development Proposals:

1. The Armory – Proposed by the Parking Authority for an adaptive reuse of the Armory building on Market Street is a large multi-use sports complex that would include a swimming pool and a bowling alley on the ground level. Basketball and volleyball courts are proposed for the third level along with an indoor soccer field, while a running track over a new superstructure for the roof will be the top level of the facility. The proposed new structure would span over the existing streets of 17th Avenue and Rosa Parks Boulevard, making it significantly larger than the existing Armory building.
2. Hinchliffe Stadium – Hinchliffe Stadium is also proposed to be revitalized as a sports facility to be used for football and soccer games, as well as housing a running track. Although the site is owned by the Board of Education, the Parking Authority has plans for the stadium.
3. Alfano Island – Another large sports complex has been planned by the Parking Authority for this site. These plans call for a glass enclosed dome facility to house athletic fields and a running track.
4. Vistas site – A “cocoon” shaped hotel and convention center is proposed for the former Vistas site, which lies next to Hinchliffe Stadium overlooking the Great Falls park area. The hotel would function as a resort and convention center.
5. Hyatt Hotel – A hotel is currently proposed to be located next to St. Joseph’s Regional Medical Center, which would house hotel rooms, retail space, a restaurant, and conference spaces. This hotel project was recently approved for \$105 million in tax credits by the State Economic Development Authority to assist with financing.
6. Outlet Mall – The Continental Can factory on Getty Avenue, and several of the historic mill buildings identified in the Historic Mill survey of 2012, are being considered for adaptive reuse as an outlet mall.

Land Use Recommendations

PATERSON GREAT FALLS NATIONAL HISTORICAL PARK

1. ***Synchronize with the Paterson Great Falls National Historical Park Plan*** – With the Great Falls being designated as a National Park, there is a great opportunity for the City to transform the Great Falls district around the National Park.
 - a. Coordinate Land Uses Surrounding the National Park
 - Encourage the development of shops and restaurants on streets around the primary Park entrances, such as Spruce Street, Mill Street, Market Street, Van Houten Street, and McBride Avenue
 - Encourage the development of a small boutique hotel within the Great Falls Historic District. A small hotel could potentially be located within a few blocks of the Great Falls on McBride Avenue on one of the existing surface parking lots.
 - Revise the zoning code (see below) to permit the uses proposed in the neighborhood plans for the Great Falls District. (Greater Spruce Street Neighborhood Plan, Great Falls Arts+Revitalization Plan)
 - Revitalize and reuse Hinchliffe Stadium, which would provide an excellent complement to the Great Falls National Park as an additional historic landmark and attraction for the City.
 - Consider Alfano Island, which lies in the Passaic River just northwest of the downtown and just outside the Great Falls Historical Park boundaries, for additional open space or recreation facilities, as well as potential tourist attractions.
 - The current site next to Hinchliffe Stadium,

the remains of the “Vistas” condominium complex, presents a great opportunity for uses to complement the National Park. Such uses could include a hotel/conference center, as well as parking for the Park and Hinchliffe Stadium. This site could also be additional open space and recreation opportunities around the Park.

- Adaptively reuse the Colt Gun Mill/ATP Site as an interpretive ground for the arts. The site will have to be stabilized, but incorporating the arts with history can help to tell the story of the City as a part of the experience of visiting the Park. This interpretive ground to display local arts can also be used as a passive recreation opportunity, integrating the arts with recreation. Another possibility for the site is that the buildings and ruins on the property be restored, and then reused as a cultural facility for the arts.
 - Restore and maintain the historic raceways to a functional condition to illustrate how the power from the Great Falls was originally used to power the industrialization of the City. These can also become part of the scenic trails of the Park, adding to the historic and scenic experience.
 - Utilize the upper floors of the Rogers Locomotive Building, which currently houses the Paterson Museum, as offices for the National Park Service, or for other administrative functions related to the Park.
- b. Facilitate Connections to the Park – Improvements may need to be made to streets to upgrade the pedestrian and bicycle infrastructure to provide for stronger connections between the Paterson Great Falls National Historical Park, and other areas in the City. Streets leading to entrances of the Park should be complete/green streets. (See Circulation Element) Connections



McBride Avenue



Colt Gun Mill/ATP Site



Main Street



Parking

through signage or pedestrian/bicycle infrastructure enhancements between the Great Falls and these areas will be important:

- Westside Park
 - Pennington Park
 - Paterson Museum
 - Main Street
 - Market Street/City Hall
 - Ward Street Train Station
 - Garrett Mountain
- c. Provide Direct Connections – In addition to the physical connections via bicycle/pedestrian infrastructure mentioned above, these sites as well as other cultural destinations in the City should be directly connected by a shuttle or trolley that operates regularly. Shuttle service that transports visitors between the National Park and other destinations in the City will help connect the City, while also reducing the need for providing parking at each particular location.
- d. Provide Adequate Parking – Although it is hoped that many visitors to the Park will arrive by transit, it is likely that a large percentage of visitors will drive to the City from areas that are not directly linked to the City by public transportation. This will require that adequate provisions for parking be provided. This parking should be provided in a way that is unobtrusive, and does not distract from the historic character of the Park and the neighborhood. It also should be designed specifically to encourage visitors to the Park to see other areas of the City. This would entail strategically locating the parking near the Park entrances, but not directly adjacent to them, so that visitors do not simply park their cars,

view the Falls, and then leave the City entirely. Parking should be sited in between the Park and the downtown areas to encourage visitors to see the City, and patronize local businesses. Suggested sites for parking:

- The Paterson Parking Authority has plans to develop a 1,000 space parking structure where the lower Market Street lot currently exists. This should function as the primary visitor parking site for the Park. However, if demand for parking in the area becomes greater than supply, other sites should be considered for additional parking.
- The existing Parking Authority garage adjacent to Lou Costello Park on Ellison Street could be marketed as parking for the Great Falls District and Park. Its location between the Great Falls District and the downtown would be ideal for visitors to see both the Park and the City.
- Portions of the NJ Transit Trolley Barn site could become structured parking that could be used either for visitors or for residential parking once the area sees significant increases in the residential population.

GENERAL RECOMMENDATIONS

2. **Strengthen Code Enforcement** – Many of the issues facing the City regarding land use were not so much problems with the particular type of use on a specific parcel, but more to do with property maintenance of the land and improvements on the land. The most simple step that the City can take to help upgrade and revitalize the City is to enforce existing zoning, building, and property maintenance code standards on problem properties throughout the City. The City already

has a building and property maintenance code, and a zoning ordinance which addresses many of the problems facing the physical character of the City. Rather than enacting wholesale changes to the land use laws of the City, the existing ordinances should be enforced to their full effect.

- a. Property maintenance – Targeted code enforcement efforts should be stepped up to require private owners of properties to undertake efforts to maintain those properties to a suitable standard. In particular, properties where buildings are falling into a state of disrepair should be targeted early to direct property owners to repair buildings before they can become a nuisance to the public good, or a haven for criminal activity.
- b. Creditor Responsibility – The State of New Jersey has recently enacted a new law that places the responsibility for maintaining a property that has entered into a foreclosure proceeding on the party initiating the foreclosure (the bank or creditor). Many properties become abandoned by residents after a foreclosure has been initiated, and the City can require that the bank, or lending institution that is foreclosing on the property, be responsible for maintaining the property.
- c. Zoning enforcement – As can be seen in the existing land use map, not all land uses in the City are in conformance with the zoning standards of their specific location. It is unlikely that all of these properties have proper zoning approval, either having been granted a variance by the Board of Adjustment, or having been ‘grandfathered in’ as a legal non-conforming use. While some non-conformity to a strict zoning plan may indeed be beneficial to the City, certain types of uses within residential districts or neighborhood commercial districts should be discouraged. Uses such as liquor stores,

junkyards, automobile repair shops, and other incompatible uses should be targeted for zoning enforcement actions to protect the integrity of smaller residential neighborhoods.

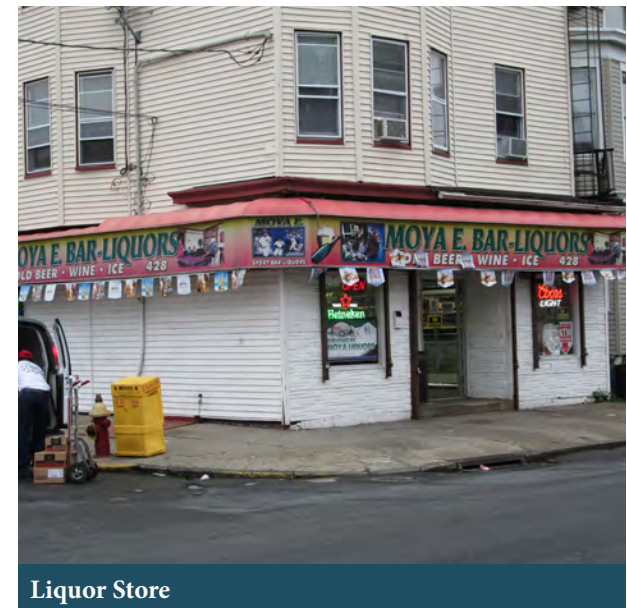
- d. Liquor stores – Liquor stores and bars were singled out by many residents as being troublesome. The prevalence of liquor stores and small bars in the City have created a bother to many residents, such as groups of people loitering around the stores after they have purchased alcohol to sit on the curbside and consume whatever they purchased. Liquor stores also seem to be magnets for litter and graffiti among other things. The City should work with ABCB (Alcoholic Beverage Control Board) to increase enforcement of laws on liquor stores and their properties, and minimize nuisances caused by liquor stores and bars. The renewal of a license to sell alcoholic beverages should be tied to a business or the property where that business is located, meeting other codes and standards of the City.

State law has established a number of different types of retail liquor licenses. These range from “club” licenses which permit alcohol sales at clubhouses of non-profit organizations, to a plenary retail consumption license with broad package privilege, which permits the sales of alcohol in open containers such as at a bar, as well as permits the sales of package goods within the same establishment. Particular enforcement actions should take care to ensure that all bars and liquor stores are operating only as far as they are permitted by their license.

- e. Lead by Example – City should adequately maintain their own properties to set an example for the rest of the property owners in Paterson. Especially considering the amount of properties and buildings in the downtown area



Poor Property Maintenance



Liquor Store



Litter on the Streets



No natural surveillance

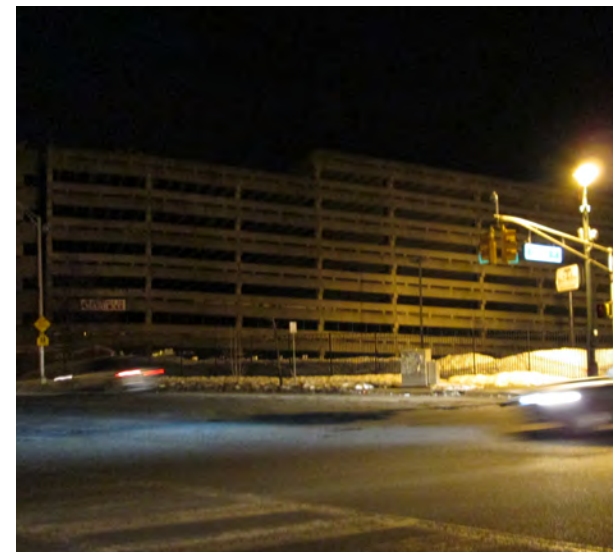
that are under the control of the City, it is an opportunity for the City to provide leadership in this area.

- f. Vacant and Abandoned Properties – Properties that have been abandoned should be targeted for code enforcement beyond regular property maintenance codes. As outlined below, a special process should be undertaken to address vacant and abandoned properties.
3. **Implement Crime Prevention Through Environmental Design (CPTED)** – CPTED standards should be applied to all new projects anywhere in the City. CPTED should also be implemented in existing high traffic public areas to the greatest extent feasible. While these standards are not themselves something that is easily codified and adopted as a land development ordinance, conceptually, all applications for development and all public spaces should be viewed through the lens of reducing potential for the physical environment to contribute to a perception of crime, or criminal activity in any shape or form. This does not mean creating a police state, or creating fortress like walls around all buildings. In fact it is just the opposite. The ultimate goal is to design spaces so that they are in a way self-policing, that is open, clear, and transparent. While this alone will not solve all crime related problems in the City, it can help to reduce the likelihood that crimes will occur in certain areas, which can do much to change the perception of the City.

A key consideration of CPTED is making the streets and sidewalks safe for all users to get to their destinations. In particular, providing safe access for children to be able to walk to school must be a primary concern when implementing CPTED principles.

- a. Maintenance and Code Enforcement – This is the “broken windows” theory in application. Simply conducting regular maintenance and repairs on a building or space, and keeping it clean and litter free, gives the impression that someone cares about that space, and has the means to control it. Areas that are dirty and show serious signs of dilapidation or disrepair indicate that there is little concern for the area, and that no one is asserting any ownership or control over the space. This leads to the impression that deviant or criminal behavior may be permissible in that space.
 - Graffiti should be cleaned or removed.
 - Trash and other litter should be removed.
 - Buildings should be kept in good repair, broken windows should be fixed, faded posters or signs should be replaced.
 - Landscaping should be maintained.
 - Potholes and other deteriorated road conditions should be fixed.
- b. Natural Surveillance – Natural surveillance is the design of public spaces so that it feels as if someone may be watching, whether you can see them or not. People feel safer if they feel the presence of other people around. People are also less likely to commit crimes if they feel that they are being watched. This is why people are afraid of dark alleys at night. It makes them feel trapped and alone. Providing natural surveillance serves as a form of self-policing that functions as a crime deterrent, as well as giving people a sense of security.
 - Buildings should be oriented towards the public street, with windows and doors facing the street to create a sense of “eyes on the street”.

- There should be a good visual connection between the spaces inside a building and the public spaces in front of them, creating a visual relationship between the public and private spaces, especially on the ground level.
 - Retail and commercial storefronts should be covered by no more than 25% of the window area with signs or advertisements, so that visibility is not obstructed.
 - The public realm should be visually open and clear of barriers. Any place where there is a potential hiding spot or an area that is out of view from the street or public areas creates a potentially hazardous and unsafe space.
 - Landscaping such as shrubs or bushes should be no higher than 3 feet, so as not to create a visual barrier.
 - Fences should also be no higher than 3 feet, or otherwise should be visually open.
 - Trees branches and leaves should be at least 7 feet above the ground, so that they also do not obstruct vision.
- c. Lighting – Sidewalks, building entrances, and public spaces should be well illuminated at night. People feel safer if they can see what is ahead of them, and around them.
- The streets and sidewalks underneath the train station and tracks should be better illuminated.
 - Ensure all building entrances are well lit.
 - The exterior of buildings along public streets and spaces should also be lit.
 - Maintain streetlights that are spaced between street trees or other obstructions.
- d. Parking structures – Parking garages are one of the places where people often feel the least sense of security.
- All levels of a parking garage should be well lit.
 - Stairs and elevators should be located so that they are visible from the parking areas, as well as from the public streets.
 - Staircases should be open rather than enclosed by walls.
 - Both parking and circulation areas should be kept clean and well maintained.
- e. People – The actual visual and physical presence of other people can be an effective safety measure and crime deterrent.
- Mixed uses that bring life to an area during both the day and night provide a greater probability that other people will be out and about on the streets at any given time.
 - Residences should be in the area, as they are the only type of building use that is occupied with people late at night and early in the morning, the times when fear of crime is highest.
- f. Social factors – In addition to the considerations of the physical environment, many social factors play a large role in high crime areas or perception of crime. A lack of neighborhood cohesion among residents can create an atmosphere that is conducive to criminal activity. To this end it is important to help establish unity amongst neighborhood residents and a familiarity with one another.
- g. The City has recently accepted a proposal from Together North Jersey and a local design firm to conduct a CPTED audit of several high crime areas in the City. Through this study, six areas



Parking Garage at night



No people on the streets



Abandoned Properties



Abandoned Mill

in the First, Fourth, and Fifth wards will be evaluated for their potential to implement CPTED measures, and recommendations will be made. Once this audit is completed, those recommendations should be included as a part of the City's Land Development Ordinance.

4. ***Address Vacant & Abandoned Properties*** – Currently one of the City's top priorities, dealing with private property that has become abandoned is a central issue to the revitalization of the City and its neighborhoods. As can be seen in the Vacant and Abandoned Property maps, which depict the most recent listing of vacant and abandoned properties in the City, abandoned properties are scattered throughout the City and effect each ward and neighborhood, although the Riverview and Wrigley Park neighborhoods appear to be suffering the most. The City has already begun targeting vacant and abandoned properties, with the Department of Community Development thus far having identified nearly 1,000 properties. The City also recently adopted an ordinance requiring that property owners notify the City and pay a fee to register their properties if they are to become vacant or abandoned. Property owners are also required to secure these properties by removing any waste, and boarding windows and locking the doors. This is a good start to addressing the problems associated with abandoned properties, however more can and should be done.

The City should work to ensure that vacant/abandoned properties are improved, and if not, these properties should be acquired and sold to private developers for rehabilitation. Vacant properties are particularly troublesome in that they can be a nuisance to the community, they often attract criminal behavior, and maintenance of these properties often falls in the hands of an overburdened City Staff. The City often does not have the capacity to maintain significant levels of

abandoned private property. Vacant properties can become a drain on the City's budget and detract from the quality of life of neighboring residents and businesses.

One of the City's highest priorities should be to combat vacant and abandoned properties. These parcels are not only one of the greatest threats to the stability and security of the community, but they also pose perhaps the greatest opportunity for revitalization of neighborhoods. Transforming a blighted property that is a detriment to the community and sucks valuable resources from the City, into one that is on the tax rolls and contributes to the community can have a transformational impact for certain neighborhoods.

The City of Baltimore, Maryland's "Vacants to Value" program is a model that could be emulated. The City of Baltimore aggressively pursues vacant properties to either provide for proper maintenance, or acquisition of the property. Baltimore's efforts have been facilitated by significant strategic partnerships. Private attorneys and title companies have provided millions of dollars in legal and title services to assist with the acquisition and disposition of properties, reducing cost burdens associated with property acquisition.

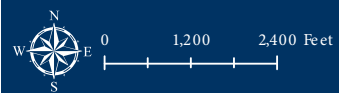
The City should consider developing a task force made up of City staff, local non-profit groups, and other community organizations that may be able to help address the problem, such as title companies and legal experts to aid in the disposition of properties. This task force would be charged specifically with the following:

- a. Identify all vacant/abandoned properties. The City already has created a preliminary list of nearly 1,000 properties within the City that

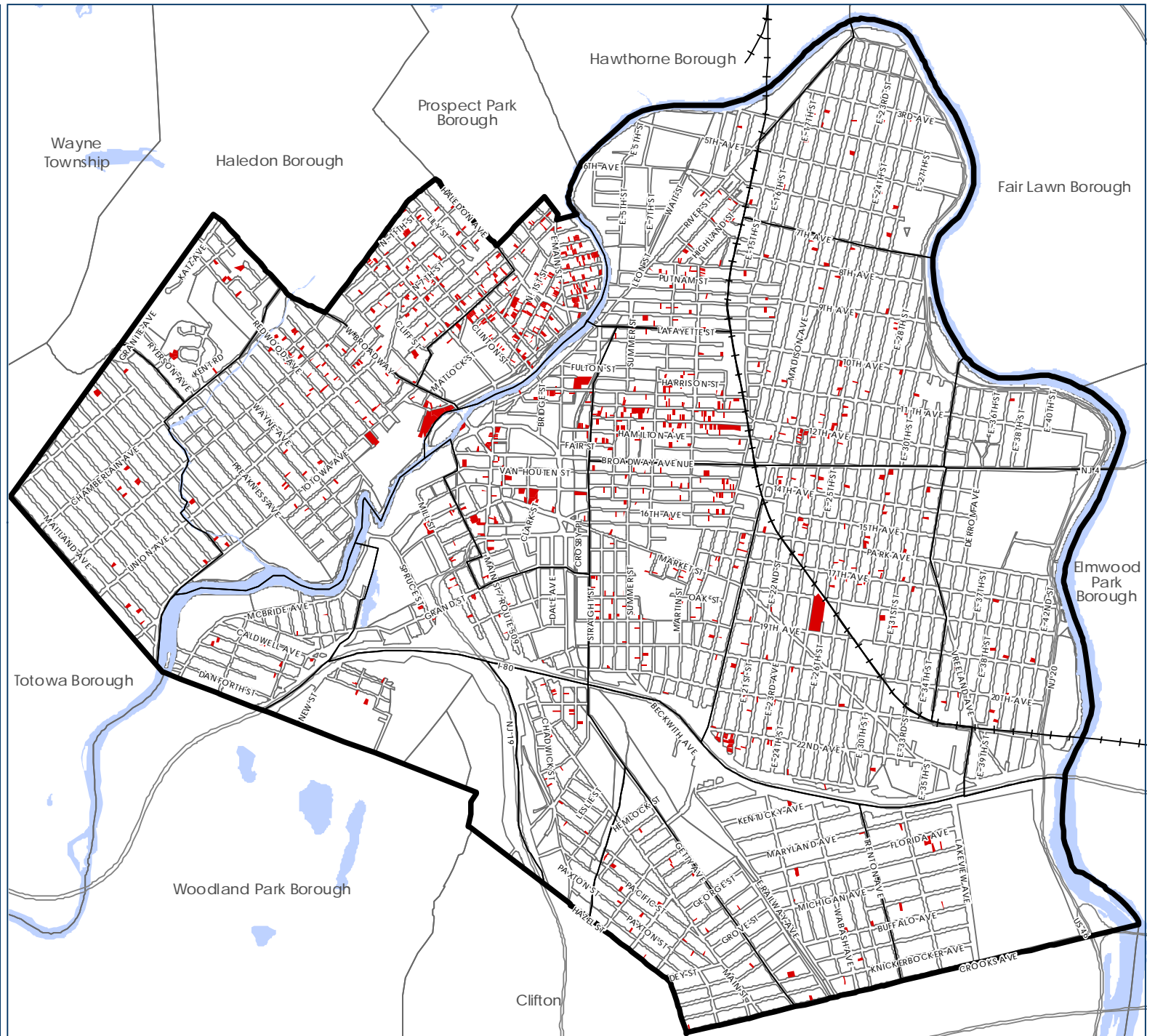
CITY OF PATERSON Master Plan

Vacant/Abandoned Properties

 Vacant/Abandoned Properties



Source: NJGIN, NJDOT, NJDEP, NJ Transit





Union Avenue businesses



South Main Street businesses

- appear to be vacant or abandoned, and will be targeted for maintenance or acquisition. This list needs to be continually updated as properties become abandoned, or become rehabilitated.
- b. Register the properties. While the City does already require that property owners register their abandoned properties with the City and pay a fee, this does not guarantee that property owners will abide by the law, or that the property owner can even be clearly identified. It will take strong efforts to first establish a clear title of ownership of abandoned properties and then potentially the threat of legal action to require registration of properties. This will help not only to identify responsibility for addressing abandoned properties, but also through the registration and renewal fees, can be a small source of revenue to be dedicated to funding the efforts to combat vacant and abandoned properties.
 - c. Monitor the properties. Once a property is listed and registered, the City and enforcement task force must continually monitor the property to ensure that they are properly secured if they are to remain abandoned.
 - d. Streamline Code Enforcement in Stronger Markets. Where the private market is strong, efforts should be first made to encourage renovations to existing structures before any further action is taken.
 - e. Facilitate Investment in Emerging Markets. Partner with private developers to reduce barriers to investment.
 - f. Target Home Buying Incentives. Link federal and state home ownership programs with potential and current neighborhood residents to assist in matching potential owners with properties.
 - g. Support Large-Scale Redevelopment in Distressed Areas. Many areas of the City with concentrated areas of vacant property are already located within one of the City's redevelopment areas.
 - h. Demolish and Maintain Severely Distressed Properties. Abandoned buildings on properties that cannot be rehabilitated should be demolished or disassembled and cleared to be prepared for future development. Properties that are unlikely to be developed with housing or commercial uses should be converted to parks, open space, or some other public use.
 - i. Land Bank vacant properties. Vacant or abandoned properties that are acquired by the City should be cleared and placed in a land bank of municipally owned properties that are available for development. Land banking can be utilized not only for development on the properties themselves through sales to private developers, but the properties in the land bank can also be used as bargaining tools for other redevelopment efforts, or as potential land swaps for other properties the City may wish to acquire.
 - j. Streamline the Disposition of City-Owned Properties. Purchasing a City owned property should be a simple and transparent process. Properties that are listed on the land bank should be made available.
5. ***Seek Exemption from Residential Site Improvement Standards (RSIS)*** - There is a provision within RSIS that allows a municipality to apply for 'special area standards' due to preserving the character of the community. The City should consider applying for this exception in order to develop their own standards for parking, thus removing any necessity for de minimis exceptions in approval of residential developments.

6. **Expand Special Improvement Districts** - The City should consider expanding the number Special Improvement District (SID) areas in commercial districts. Each commercial corridor should essentially be its own Main Street for the neighborhoods surrounding it. One of the best ways to improve the viability of these commercial corridors would be to have them pool their collective resources and implement improvements on a district level scale. These SID's should be managed and operated on a local level, by actual business owners working with the UEZ and other City entities, to coordinate strategic improvements for their districts. The following business districts should be considered for inclusion in a SID:

- a. 21st Avenue (proposed)
- b. South Main Street (proposed)
- c. Union Avenue
- d. 10th Avenue
- e. Broadway/MLK (east of downtown)
- f. River Street

7. **Utilize Vacant Space Downtown** - There is currently an abundance of vacant space Downtown above the many small retail businesses that line the streets. Some of this space has been boarded up, while some is simply underutilized as storage space for the businesses below. In order to establish a lively and vibrant downtown atmosphere, these spaces should be occupied with residences and professional offices or other suitable uses that bring people to the neighborhood. With these spaces being vacant for a number of years, this may require the City providing some form of financial incentive for building owners to utilize the space more effectively.

This also may require the City being flexible when enforcing building codes. One reason that many of these spaces remain vacant is due to the high cost

and practical difficulties in bringing these older spaces into conformance with modern building and fire codes. One thing in particular which must be addressed by any residences or offices in the upper floors is emergency egress. With these buildings being constructed up to the property lines and up against one another, this may require cross-access easements between many neighboring property owners. It may streamline the process if the City were to establish these easements across entire blocks to serve multiple buildings, rather than requiring individual property owners to negotiate egress easements on each property in a piecemeal fashion.

8. **Develop Downtown as a Cultural Destination** - The City should take steps to encourage the development of the downtown as a destination retail and entertainment area. The Downtown Commercial Business District SID should take steps to facilitate the transformation of the area into a nightlife and shopping destination. See Economic Development Element for further discussion.

- a. Incentives should be provided for current or new businesses to remain open late, especially on weekends. Most businesses in the downtown currently do not stay open after dark.
- b. Nightlife uses must be located in close proximity to one another so that they can become a destination area. This also helps for security reasons, as bars or clubs that are open late and geographically isolated can become threats to public safety and nuisances to surrounding neighborhoods.
- c. Steps should be taken to reduce the perception of downtown Paterson as a dangerous place.

9. **Become a Designated Transit Village** - The City should seek official designation as a "Transit Village" by NJDOT and NJ Transit through the Transit Village Initiative. Designation as an official transit



Upper Floors of downtown building



Downtown businesses closed at night



Fifth Ward Redevelopment Area



Fourth Ward Redevelopment Area

village, which the City of Paterson is qualified for, provides priority funding and other financial incentives to help revitalize areas around transit stops through TOD principles, such as those in the Ward Street Station TOD plan and the Madison Avenue Corridor Study.

10. ***Draft and Adopt an Urban Agriculture Ordinance***

- The City should consider drafting and adopting a comprehensive urban agriculture ordinance as a supplement to the Land Development Ordinance. Urban Agriculture in the form of community gardens, urban crop production, bee keeping, and other such uses can be very beneficial to the City. Urban agriculture can provide both economic and social benefits to the community, however it can also bring its own set of potential nuisances if not properly regulated. The City could potentially work with organizations such as Citi Green, a non-profit group that advocates for urban agriculture and provides technical and financial support with developing and maintaining community gardens. An effective urban agriculture ordinance would need to take into consideration and be comprised of the following:

- a. Where is agriculture permissible?
- b. Can gardens or farms be principal uses on a site or accessory uses?
- c. What types of agriculture are permissible?
- d. How intensive of agricultural use should be allowed?
- e. Form a regulatory distinction between non-profit gardens for personal use and commercial farm operations which sell produce.
- f. What types of agricultural equipment can be used for production?

EXISTING PLANS

11. ***Update and Implement Existing Plans*** – There are currently a number of plans that have already been put in place for different purposes throughout the City. Whether they are Redevelopment Plans, neighborhood plans, or transportation plans, many of the recommendations of these plans are still valid, and are consistent with the stated goals of this Plan. The City should update and implement these plans to the extent feasible, and use them as guides for their respective areas. The following are the key recommendations of those plans that are still valid:

Existing Redevelopment/Rehabilitation Plans

- a. First Ward Redevelopment Plan (2003)
 - Acquire properties along the Passaic River and convert the riverfront into a greenway/ public park.
 - Promote development of a variety of housing options in each neighborhood.
 - Promote neighborhood commercial uses in appropriate locations along primary thoroughfares such as Bridge Street, and West Broadway.
 - Enforce the recommended residential and commercial design standards.
- b. Fourth Ward Redevelopment Plan (2003)
 - Acquire properties throughout the designated area and redevelop them with appropriate housing or commercial uses.
 - Enforce the recommended residential and commercial design standards.
- c. Fifth Ward Redevelopment Plan (2003)
 - Acquire properties throughout the designated area and redevelop them with

appropriate housing or commercial uses.

- Enforce the recommended residential and commercial design standards.

d. Area 11 Rehabilitation Plan (2009)

- Develop infill housing in residential neighborhoods.
- Rehabilitate and adaptively reuse historic industrial buildings as housing or commercial uses.
- Capitalize on the presence of St. Joseph's hospital as a regional center for employment and investment in the City.
- Facilitate the expansion of facilities for St. Joseph's Regional Medical Center, including the proposed hotel and conference center.

Neighborhood Plans

e. Greater Spruce Street Neighborhood Plan (2009)/Great Falls Arts + Revitalization Plan (2012). The Greater Spruce Street Neighborhood Plan, and the Great Falls Arts + Revitalization Plan should both be formally adopted by the City as an addendum to the Master Plan. These two neighborhood plans provide specific guidance and recommendations for the historic Great Falls area and would help facilitate a connection to the Paterson Great Falls National Historical Park.

- Integrate the Arts in the City in the Great Falls area and build the community around the Arts
- Connect the community to the Falls through the Arts
- Expand the Paterson Museum
- Utilize historic sites as spaces for performance art, or art galleries

- Revitalize the Main Street Commercial Corridor
- Encourage local schools to become mixed use facilities, serving the needs of the community beyond the children in the classrooms
- Develop inclusionary housing, mixed market rate and affordable housing in the same buildings
- Develop infill housing on public parking lots
- Target opportunity sites for strategic development
 - ATP Site – Museum of Industrial Heritage
 - NJ Transit Bus Barn – mixed use/spice market/specialty food store
 - Historic Mills – Green industry incubators/showrooms
 - McBride Avenue/Park frontage – Hotel
- Form a Paterson Arts & Culture Commission
- Celebrate the City's identity as a multi-cultural City
- Create a physical link between the Great Falls Park and Garrett Mountain Reservation.

f. Ward Street TOD Plan (2012). The Ward Street TOD Plan addresses strategies to revitalize the downtown and promote ridership on the NJ Transit Bergen/Main line. The City should adopt the Ward Street TOD Plan as a separate element of the Master Plan. The City should also consider expanding the boundaries of the Central Business District Redevelopment Area to include the target opportunity development sites identified by the Ward Street TOD Plan, or the boundaries of the TOD Plan could potentially serve as their own area in need of redevelopment. This could help facilitate the



Image from Great Falls Arts + Revitalization Plan

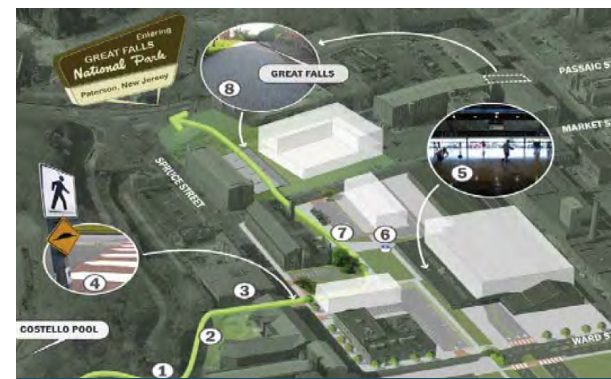


Image from Greater Spruce Street Plan



Ward Street TOD Plan



Ward Street Station TOD Plan



Image from Madison Avenue Commuter Rail Study

process of revitalizing the downtown. The following key goals and recommendations of those plans should be implemented:

- Revitalize the Downtown of the City by taking advantage of existing spaces on the upper floors of buildings that are currently vacant and use these spaces for new residences or office space as needed
 - Promote nightlife in the downtown
 - Promote the use of transit at the Ward Street station by improving bicycle and pedestrian access to the station
 - Increase density and housing opportunities around the downtown and station areas
 - Develop targeted opportunity sites with mixed use housing and commercial space
 - Create 'destination spaces' such as a restaurant row that will attract visitors to the City
 - Expand the existing Ward Street station with a new mixed use development on the site that is currently underutilized as a gas station
- g. Northside Neighborhood Plan (2011). The Northside Neighborhood Plan, which is entirely within the First Ward Redevelopment Area, provides a framework for addressing community building, economic development, and affordable housing in the Riverview and Haledon neighborhoods, also known as the "Northside". This Plan was funded by the State Department of Community Affairs (DCA). The First Ward Redevelopment Plan should be updated to reflect the proposals of this plan. The following key goals and recommendations of the Northside Neighborhood Plan are still relevant:
- Establish a riverwalk along the Passaic River with pedestrian walkways and trails
 - Consider relocation strategies for businesses in the expanded Passaic River flood zone to Bunker Hill
 - Increase resiliency in the Bunker Hill area and flood areas; implement green infrastructure solutions.
 - Establish community gardens in the neighborhood and additional public and green spaces in appropriate locations.
 - Remove blighted buildings and structures and replace them with affordable housing
 - Provide for youth, adult and library services for Northside and area residents.
 - Integrate Together North Jersey Local Demonstration Project recommendations (CPTED audit projects).
- h. Madison Avenue Commuter Rail Corridor Study (2009). The Madison Avenue study is a transit oriented development (TOD) proposal similar to the Ward Street Station TOD plan in that it is a plan that aims to coordinate land use with proposed transportation upgrades in the City. The Madison Avenue corridor study proposes an increase in the density and a greater mixing of uses around the proposed light rail stop on the proposed Passaic/Bergen passenger rail restoration project. This plan makes recommendations for areas that lie within both the Fourth Ward and Fifth Ward Redevelopment Areas. Both the Fourth Ward and Fifth Ward Redevelopment Plans should be updated to be consistent with the plans recommended in the Madison Avenue Commuter Rail Corridor Study. These key goals and recommendations of the Plan remain relevant, and should be implemented:

- Promote the creation of the proposed Bergen/Passaic passenger rail service line from Hawthorne to Hackensack
- Create a transit node at the proposed Madison Avenue station along this line
- Develop mixed use housing/commercial structures around the proposed station

RECOMMENDED REVISIONS TO THE ZONING AND LAND DEVELOPMENT ORDINANCE

- The Land Development Ordinance of the City should be amended to permit the following uses as principal permitted uses within the Great Falls Historic zoning district (GFHD). These uses are specifically recommended by various plans to help revitalize the area and capitalize on the Paterson Great Falls National Historical Park, and are currently not permitted uses in the District.
 - Hotels
 - Bed & Breakfasts
 - Research & Development labs
 - Health Clinics
- High rise apartments are currently listed in the schedule of permitted uses as being a principal permitted use in the GFHD zone. High rises are not an appropriate building form for this district and its historic industrial character. Section 500-4.14 prohibits the construction of new high rise buildings in the GFHD. This should be removed from the schedule.
- The Purpose and Intent of Zoning Districts (Section 500-2.1) currently states that the R-3 district permits neighborhood retail and personal service businesses on corner lots sited along major roads in order to serve the needs of the surrounding neighborhoods. However, the schedule of permitted uses (500-2.2) does not list neighborhood commercial/retail or personal service businesses as permitted or conditionally permitted uses. Section 500-2.2 should be amended to permit neighborhood retail, as defined in the Land Use Ordinance as retail establishments of no greater than 5,000 square feet, as a conditional use within the R-3 zone. This should allow for small scale neighborhood retail uses to be located within residential areas where a few small commercial businesses may be warranted to serve the local population, but not an entire district, as noted in the purpose of the R-3 district. The following conditions shall apply:
 - Neighborhood retail uses in the R-3 zone must be located on a corner lot
 - Use and Bulk standards of the B-1 zone would apply
- The Schedule of Permitted Principal Uses (Section 500-2.2) should be amended to remove single-family detached dwellings, and two-family detached dwellings as principal permitted uses within the B-1 and B-2 zones. In order to encourage the formation of cohesive commercial corridors, single-family residences should be discouraged in commercial areas. Where single or two-family dwellings currently exist in these zones, they may be grandfathered into the new zoning as non-conforming uses.
- Two-family dwellings in the R-2 zone should be permitted to have a maximum height of 3 stories rather than only 2 1/2 stories. This will allow for more adequate development of two-family housing without approval of the Board of Adjustment.
- Currently, mixed uses of commercial and residential are permitted principal uses within the B-1, B-2, and B-3 zones, but are listed as a conditional use within the B-4 zone. There is no set of conditional use standards associated with these uses which would distinguish the mixing of commercial and residential uses in the B-4 zone from the other B zones. The zoning ordinance should be amended to permit the mixing of commercial and residential uses in the B-4 zone in the same way that they are permitted in the other B zones.
- Low-rise housing should be permitted as a conditional use within the B-4 district. In order to encourage revitalization of the downtown, and to provide housing opportunities within the center of the City and near the Ward Street Train Station, low-rise housing development should be a conditionally permitted use, with the condition being that properties not have frontage directly on Main Street, Market Street, or Ward Street, where commercial uses are desired. A generally permissible zoning ordinance removes one potential barrier to revitalization of the downtown.
- Section 500-7.3 of the Land Development Ordinance should be amended. Parking requirements are intended to ensure that adequate provisions for vehicular storage are provided for any development, and that the streets or neighboring properties are not burdened with the storage of vehicles for one property or use. While insufficient off-street parking can be problematic, excessive off-street parking has its own negative consequences as well. Providing off street parking can be expensive and even cost prohibitive for a developer, and it also uses space that could potentially be put to another productive use. Parking spaces that are needed for specific times, such as only regular office hours, may sit vacant for the periods they are not needed. In this light it is important that requirements for off-street parking be monitored carefully to ensure that the supply of parking is balanced with the actual demand for parking, so valuable land is not dedicated to parking lots that are seldom used.

Parking within the B-4 Business District should be treated separate from the rest of the City. Excessive parking in surface lots, or a series of parking lots, can be a detriment to the lively urban character of a

central business district.

Parking should be strategically managed on a district level scale in the downtown central business district, not on a parcel by parcel or business by business scale. This requires careful implementation of a strategic parking management plan. Parking must be managed to avoid excessive space being devoted to vehicular storage, and to ensure that the downtown is viable as a commercial destination for pedestrians, cyclists, and transit riders.

- Work with the City Parking Authority to effectively monitor and meet demand for parking in the downtown on public lots or garages, without providing any disincentive to pedestrians or transit riders.
 - See Circulation Element for further discussion of Downtown Parking Management
20. A new category of use titled “auto dismantling” should be added to the land development ordinance. Given the number of automobile junk yards and salvage yards located in the City, it would be appropriate to allow auto dismantling businesses as well. Auto dismantling as a use is distinguished from junk yards in that motor vehicle junk yards are storage yards for vehicles that are no longer serviceable and are beyond repair. Auto dismantling is the strategic dismantling of scrapped vehicles to recycle and sell valuable parts. Auto dismantling and recycling shall be defined as follows:
- “Any establishment or place of business which is maintained, used, or operated for the primary purposes of storing, keeping, buying or selling wrecked, scrapped, ruined or dismantled motor vehicles, or motorparts, or both.”*

It is recommended that “auto dismantling & recycling” be permitted in the I-1 zone as a conditional use subject to the following conditions:

- a. All dismantling and recycling of vehicles shall be allowed only in a completely enclosed structure.
 - b. No vehicle or parts of a vehicle shall be stored outside of a completely enclosed structure.
21. Overnight taxi parking is currently not a permitted use in any district in the City. With many residents relying on taxi services for transportation, there should be somewhere within the City for overnight storage of taxi cabs. This should be a permitted use within the I-1 zone and the MU zone, subject to all bulk restrictions of that zone.
22. Adult Medical Day Care facilities are also not permitted uses anywhere within the City by the current zoning and land development ordinance. Adult Medical Day Care as a use is similar to a nursing home or assisted living facility, except that patients return home at night to live with their families or on their own. These facilities are intended to assist elderly patients with daily needs and medical requirements. These uses should be made conditional uses in the R-3 and R-4 zones, subject to the same conditions that apply to Assisted Living Facilities.
23. The Schedule of Bulk and Dimensional Requirements (Section 500-2.3) lists the permitted Floor Area Ratio (FAR) for the B-4 zone as being 5.0, with footnote 11 indicating the following:
- “The maximum permitted floor area ratio (FAR) of 5.0 applies only to residential buildings as well as to mixed residential and commercial uses (italics existing) and office buildings provided that no more than 20% of the floor area shall consist of retail business, restaurant, personal services and/or other commercial uses which shall be limited to the first*

2 floors. However, the maximum permitted FAR for buildings containing exclusively retail, restaurant and/or personal service uses shall be 2.0 and the maximum permitted FAR for public and semi-public establishments (including religious institutions, places of public assembly, parochial schools and utility and transportation facilities) shall be 1.2”

This footnote should be removed. All permitted uses in the B-4 zone should be permitted a maximum FAR of 5.0. This will help encourage development and adaptive reuse of structures in the downtown that have been vacant for years. While the intent of this provision is to limit the amount of floor space in a structure that is dedicated to retail or public uses, it is unnecessary, and complicates the creative use of space in the downtown. It is unlikely that retail or restaurant spaces will be located on the third or fourth floors of buildings. This is another regulatory barrier that could be removed to help facilitate the revitalization of the downtown.

24. Storage containers – Section 500-3.20.D of the Land Development Ordinance should be amended. The Section currently prohibits the placement of storage trailers throughout the City in all zones. There are currently many cargo containers in the industrial zones of the City that do not conform to this section of the ordinance. Requiring the removal of all storage containers would be infeasible. The Ordinance should be amended to permit the location of storage containers, such as cargo containers or trailers, within any Industrial Zone or the Mixed Use Zone, under the following conditions:
- a. Storage Containers may be located only in an Industrial Zone or the Mixed Use (MU) zone.
 - b. Storage Containers may only be located in the rear yards of a parcel.
 - c. All provisions of 500-3.20.B (Outdoor Storage in Non-residential districts) shall apply.

25. The Ordinance should also be amended to make a distinction between industrial/commercial storage containers such as the 40' long cargo shipping containers or shipping trailers commonly found in industrial areas, and the relatively new storage pods which are used for personal storage space. These personal storage pods are generally small containers, no larger than 8'x16' that are delivered to a site, either a residence or a business, and then are moved to an off-site location for indefinite storage. In these instances the storage container is on site only temporarily. The City's Land Development Ordinance should accommodate this type of storage unit. This will require that a new definition be added to the Ordinance to distinguish a storage pod from a trailer:

Portable Storage Container – “Any box like container that is transported by truck or trailer to a desired location for drop-off and pick up of items to be stored at an off-site location.”

Portable Storage Containers, as defined above, should be permitted in any district in the City under the following conditions:

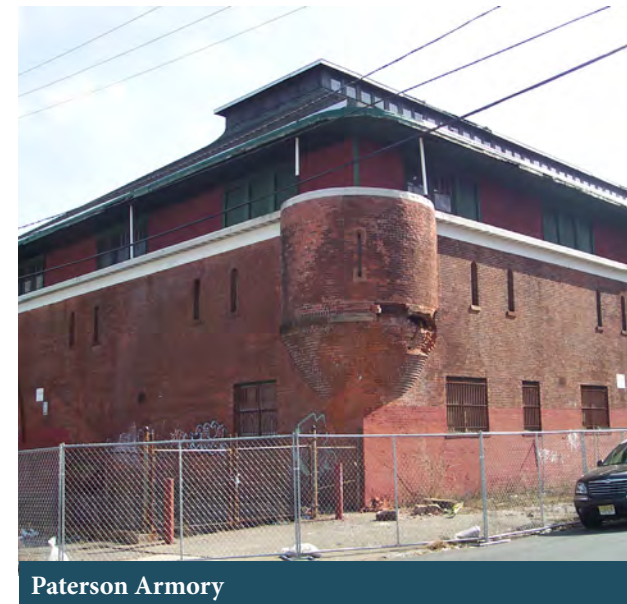
- a. The maximum allowable size of a portable storage container shall be 160 square feet, with a length not to exceed 20 feet, and a height not to exceed 10 feet.
- b. Portable storage containers shall be located no closer than 10 feet from any property line.
- c. No portable storage container shall remain on any property, except that of its intended permanent storage location, for any period of time longer than 14 days.

REDEVELOPMENT PLAN REVISIONS

26. The Fourth Ward Redevelopment Plan should be amended to permit multi-family housing within the STF-2 district. There is a growing demand for housing in the Fourth Ward, and Multi-family housing should be permitted subject to the bulk standards of the STF-2 district, but with these modifications:
 - a. Min Lot width: 50 feet
 - b. Min Lot area: 5,000 feet
 - c. Max FAR: 2.0
 - d. All other STF-2 bulk standards would apply.
27. The Fifth Ward Redevelopment Plan should be amended to place the following properties in the public use zones/public overlay district:
 - a. Eastside High School
 - b. Danforth Library
 - c. The Armory



Personal Storage container

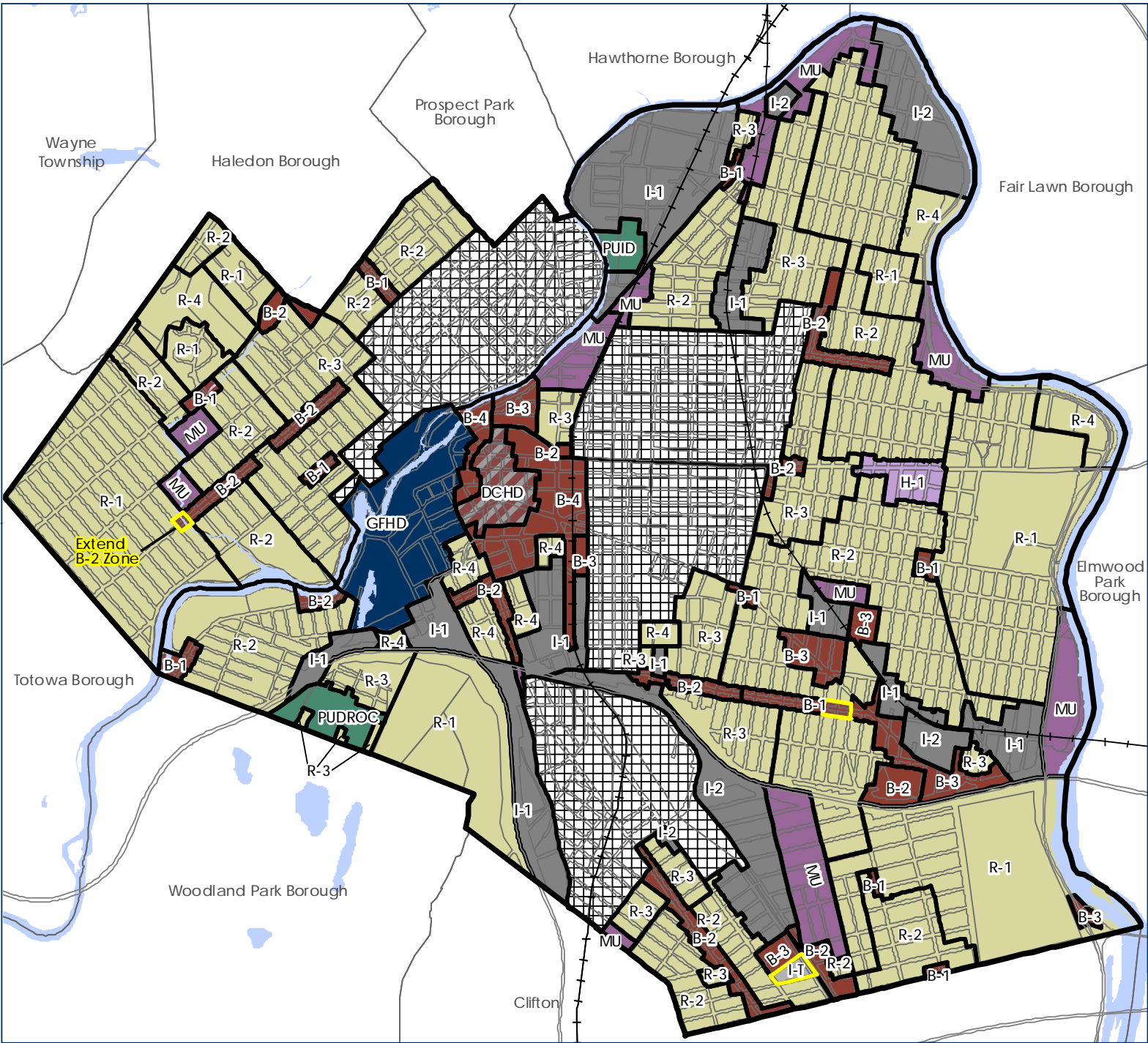


Paterson Armory

CITY OF PATERSON
Master Plan

Proposed Zoning

- Zoning
- R-1, R-2, R-3, R-4, RP-RM: Residential
 - B-1, B-2, B-3, B-4: Business
 - DCHD: Downtown Commercial Historic District Overlay
 - GFHD: Great Falls Historic District
 - MU: Mixed Use
 - I-1, I-2: Industrial
 - PUDROC, PUID: Planned Unit District
 - Urban Renewal/Redevelopment Districts



ZONING MAP CHANGES/REZONING OF PROPERTIES

28. The H-1 Zone, which is the area surrounding Barnert Medical Arts Complex, should be considered for rezoning, or a new zoning designation. The purpose of the H-1 zone is to facilitate the hospital and hospital related uses. The hospital is no longer in operation and the building has been repurposed as a medical office complex. Portions of this area should be considered to be re-zoned to be included in the B-2 zone. Broadway is already primarily a community business corridor. The rest of the area currently zoned as H-1 which does not front on Broadway may be appropriate for inclusion in the R-2 zone which is immediately south of the medical complex. This would permit low scale residential development such as already exists around the zone, while also permitting small commercial uses to locate around the medical arts complex on Broadway.

Another option to considering a rezoning of the area would be to make revisions to the existing H-1 zoning regulations. Single Family and Two Family residences are already permitted in the H-1 zone, however most commercial uses are not. Permitting the same commercial uses as the B-2 zone may be appropriate, while also maintaining the existing zoning which is intended to encourage medical related uses around the medical center.

29. There is a 2 block stretch of 21st Avenue between 27th and 29th Streets which is currently in the R-2 zone. These properties should be commercially zoned. 21st Avenue is a primary commercial corridor in the southeastern neighborhoods of the City, and this small stretch of two blocks is a gap between the B-1 zone and B-3 zones of commercial uses. The parcels with frontage on 21st Avenue should allow for commercial development to provide a continuous corridor. This area should be included in the B-1 zone.

30. Extend the B-2 zone on Union Avenue one block further west to Richmond Avenue. The properties on Union Avenue that are currently zoned R-1 are already used as commercial properties. This change would reflect existing commercial uses on the block.
31. The property located on the block bounded by West Railway Avenue, Getty Avenue, Vesper Street, and Genessee Avenue (Block 7005) should be rezoned to the I-T zone, as was previously approved by the City but overturned by a technicality in the courts.

ZONING MAP/ORDINANCE CLARIFICATIONS

32. The City's official zoning map and land development ordinance should be placed online, with the rest of the municipal code so that it may be viewed by the public and potential developers.
33. The City's Land Development and Zoning Ordinance were originally adopted in 2005. Since that time there have been revisions and changes to the State Municipal Land Use Law (MLUL). The zoning and land development ordinance should be reviewed and updated for consistency with the MLUL. This should be a regular process conducted periodically, such as bi-annually.
34. There are several zones listed on the Zoning Map or in the land development ordinance that no longer exist. All reference to these zones should be removed from the Map and ordinance.
- a. MF Multi-family residential
 - b. H-2 Hospital Support Zone
 - c. The Downtown Commercial Historic District (DCHD) is a historic district and an overlay district, however it currently reads as if it were a separate zone. The DCHD should be revised so that it graphically reads as an overlay zone, with the B-4 zoning applying to the district.

- d. The zoning map shows a zone as the Planned Unit Development – Residential/Office/Commercial (PUD-ROC), and the Garrett Heights Redevelopment Area. There is no specific reference to the PUD-ROC zone within the Land Development Ordinance other than the Planned Unit Industrial District (PUID). The Garrett Heights Redevelopment Plan carries its own superseding zoning, therefore the zoning map should only indicate this area as the Garrett Heights Redevelopment Area.

35. Boundaries and references to any expired redevelopment plans should be removed from the City's official zoning map. None of these expired plans would require rezoning, as the underlying zoning is already shown on the City's official zoning map. The City should also consider the potential for re-designating some of these areas as areas in need of redevelopment or rehabilitation.
- a. Godwin Street
 - b. CBD North Triangle
 - c. River Main
 - d. Jackson Street/Dale Avenue
 - e. Great Falls Historic Redevelopment
36. The Area 11 Neighborhood Redevelopment Plan should be displayed in the same fashion as all other Redevelopment areas with superseding zoning. Breaking out each of the districts of the Area 11 plan and displaying them in colors, while not doing the same for each Redevelopment Area clutters the map and makes it confusing to read.

CITY OF PATERSON
Master Plan

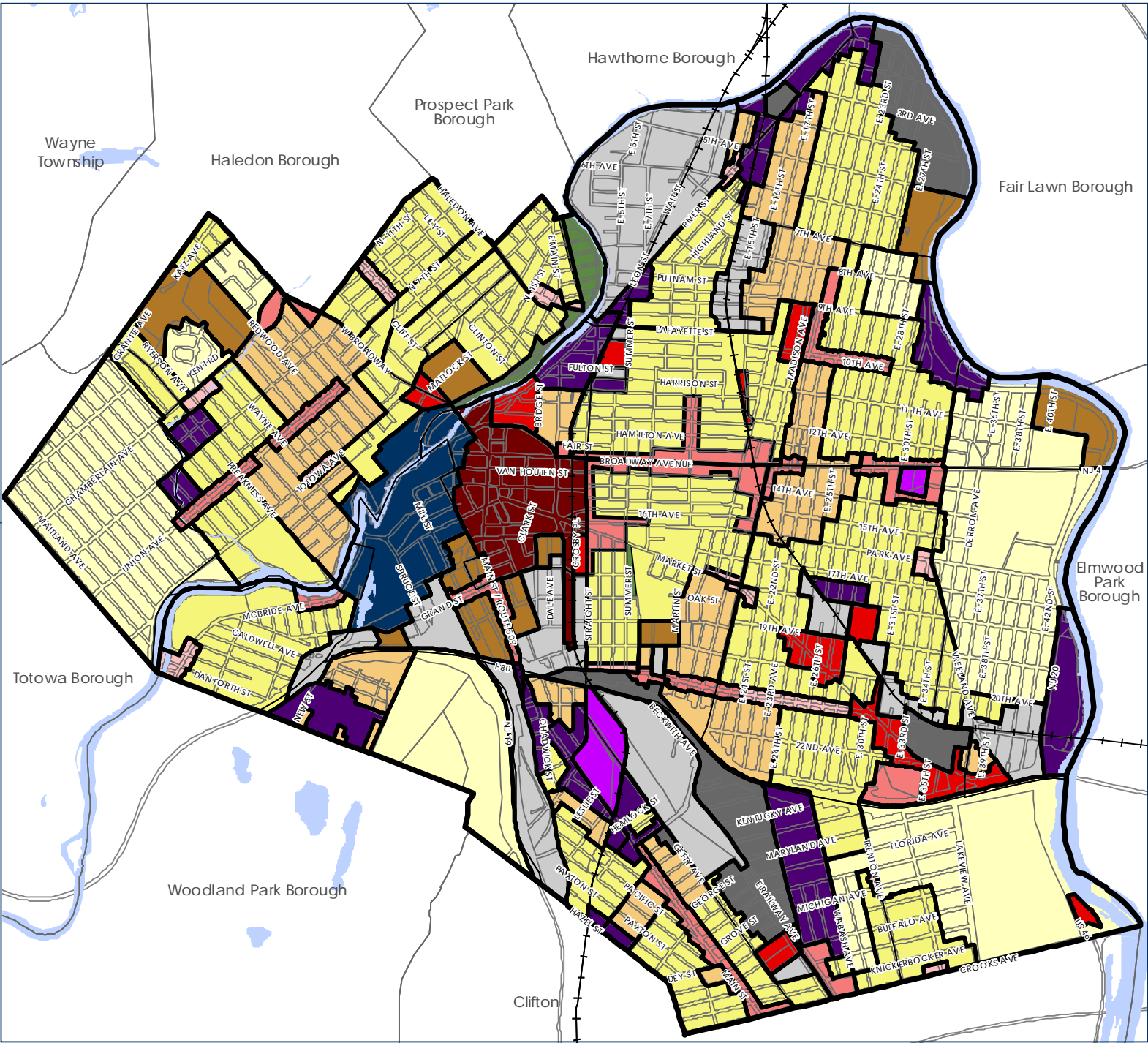
Land Use Plan

Land Use Plan

- Single Family Residential
- Single/Two Family Residential
- Multi-Family Residential
- High-Rise Residential
- Neighborhood Business
- Community Business
- Commercial Business
- Central Business
- GFHD
- Hospital
- Light Industrial
- Heavy Industrial
- Mixed Use
- Open Space



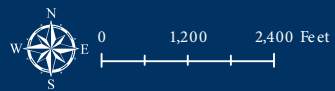
Source: NJGIN, NJDO T, NJDEP, NJ Transit



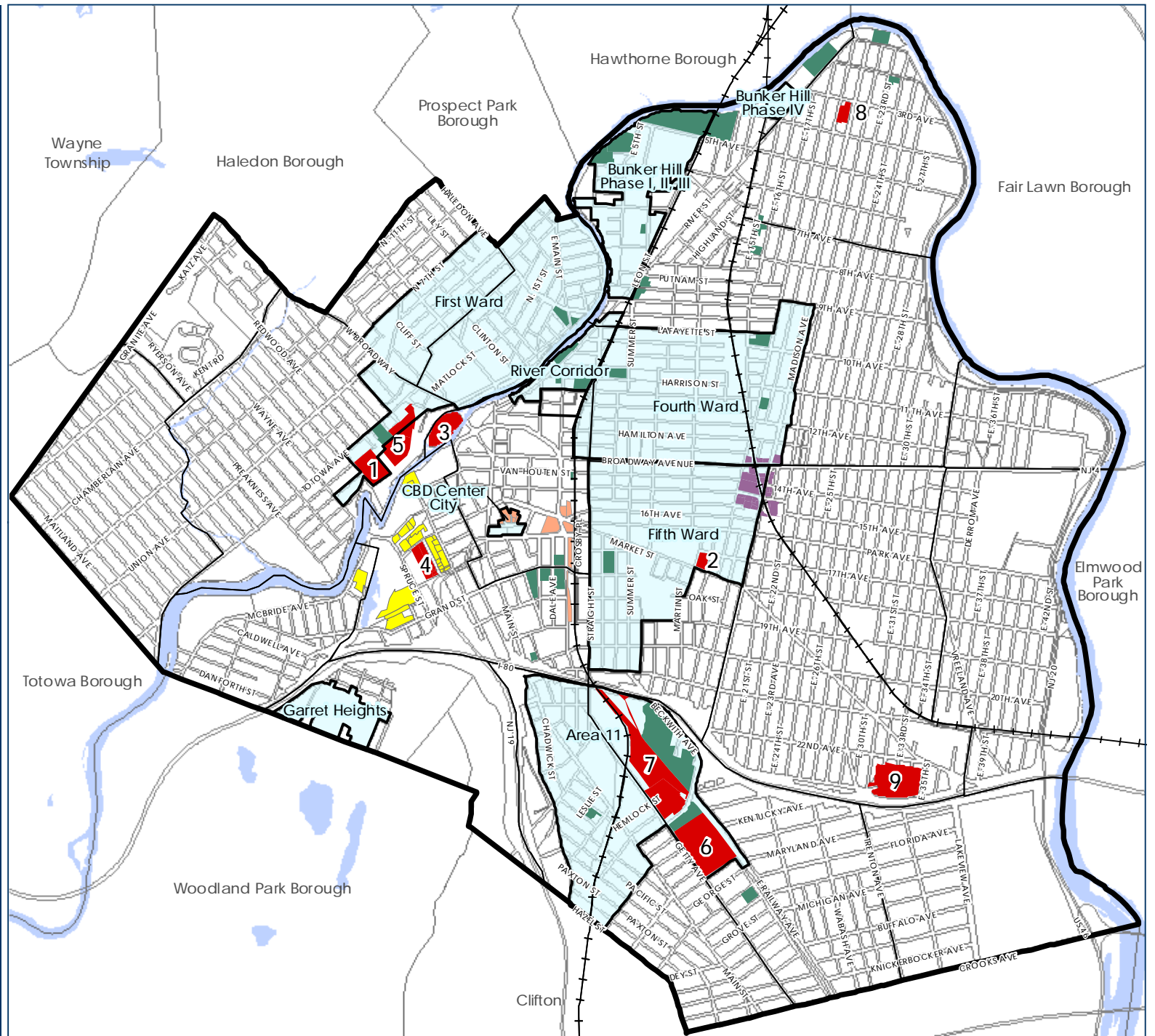
CITY OF PATERSON Master Plan

Opportunity Sites for Strategic Development

- Opportunity Sites
- Ward Street TOD
- Madison Avenue TOD
- Greater Spruce Sites
- Historic Mill Survey
- Redevelopment Districts



Source: NJGIN, NJDOT, NJDEP, NJ Transit



Opportunity Sites for Strategic Development



Hinchliffe Stadium

There are a number of potential sites for strategic development in the City, that present a unique opportunity to catalyze revitalization efforts. The following is a list of potential sites with recommendations for appropriate uses for these sites. Many of these sites have been identified as opportunity sites by previous plans. The locations of each of these opportunity sites can be seen on the Opportunity Sites Map

- 1. **Hinchliffe Stadium** – Historically Designated Hinchliffe Stadium is one of the most important sites in the City. Located adjacent to the Paterson Great Falls National Historical Park, Hinchliffe is cited frequently as a key piece to the City’s revitalization. The restoration and reuse of Hinchliffe Stadium can be a symbol of the City’s past and future. Currently proposed for the stadium is a restoration and renovation to include a running track, athletic field, and expanded

seating of the stadium with canopies above the seats. This current proposal is at this point only conceptual.

Hinchliffe Stadium, which is already in the First Ward Redevelopment Area, should be targeted for a site specific Redevelopment Plan. The current First Ward Redevelopment Plan places the stadium site within the Public Use overlay district, but does not provide specific plans for the reuse of the stadium grounds. A site specific plan could potentially help to develop a strategic plan as well as a schedule for implementation of improvements.

An alternative to developing a specific redevelopment plan could be that the City solicits proposals for the reuse of Hinchliffe Stadium from private developers or non-profit entities. Since the stadium is a designated historic landmark, any proposal should be sensitive to the historic uses and architecture of the facility, however creative approaches to the restoration and adaptive reuse of the structure should be welcomed. These proposals could essentially be then used as a redevelopment plan for the stadium. A public/private partnership could also help attract sources of funding to redevelop the stadium.



Hinchliffe Stadium Aerial Photo (Bing Maps)

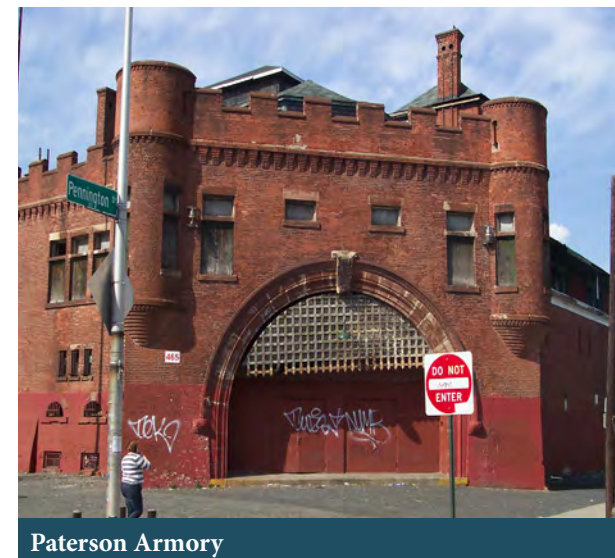
Hinchliffe Stadium	
Zoning	1st Ward Redevelopment
Block	801
Lot	6
UEZ	No
Area/Size	5.6 acres
Ownership	Paterson Board of Education
Recommended Use	Athletic Field/Stadium

2. **The Armory** – Much like Hinchliffe Stadium, the Paterson Armory is also viewed as an important piece of the history of the City that has fallen into a state of disrepair and neglect. A current concept proposal for an adaptive reuse of the Armory calls for an expansion of the facility by acquiring properties across Rosa Parks Boulevard and 17th Street and constructing a superstructure spanning over the streets. The current proposal calls for a number of recreation courts and fields to be within the new structure. The building site lies within the Fifth Ward Redevelopment Area, however the Fifth Ward Redevelopment Plan makes no specific recommendations for this site.

There are a number of ways that the Armory could be adaptively reused as a public recreation facility. The City should explore and consider various options before any redevelopment efforts commence. Throughout the country, historic armory structures have been reclaimed and reused as public recreation complexes. Some examples of this include The Teaneck Armory in Teaneck, New Jersey which is being used as an indoor soccer facility, The Red Bank Armory in Red Bank, New Jersey, which is being used as an ice skating/hockey rink, and the Armory in Portland, Oregon which was renovated as a performing arts theater space. Like Hinchliffe Stadium, the Armory should be considered for a site specific redevelopment plan, and redeveloped through a public/private partnership after proposals are solicited and considered.

Another potential use for the Armory as a community facility would be to develop a labor force and skills training facility within the existing structure. This could be done as a part of the reuse of the facility as a community recreation center.

Any proposal for an adaptive reuse of the Armory will have to consider parking. The Armory is located in a densely developed residential neighborhood and does not provide any room for parking on site. Street parking is limited in the area, and if the property is to be adaptively reused and transformed into a destination space, there will have to be adequate parking for some number of vehicles. This may require acquisition of further properties to be converted to parking. An alternative to this may be to work with the Board of Education to provide shared parking for the Armory and for Eastside High School and the new Roberto Clemente School, both of which are within a block of the Armory.

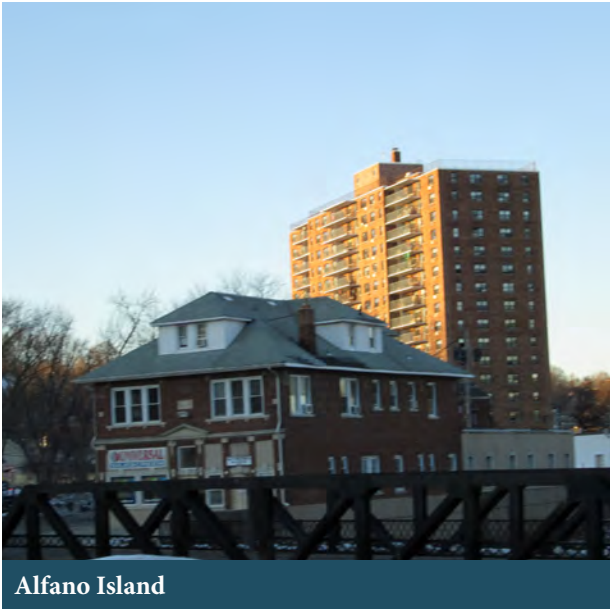


Paterson Armory



Paterson Armory Aerial Photo (Bing Maps)

Paterson Armory	
Zoning	5th Ward Redevelopment
Block	4109
Lot	1
UEZ	Yes
Area/Size	1.2 acres
Ownership	City of Paterson
Recommended Use	Recreation Facility/Skills Training Facility



Alfano Island

3. **Alfano Island** – Alfano Island is a prominent 5 acre parcel in the Passaic River just north of the Great Falls historic district and National Park. The site is currently underutilized as an industrial storage and warehousing facility. There is a current conceptual proposal for the City to acquire this property and construct a multi-use sports facility on the property.
- Due to the low elevation of the island and its location in the Passaic River, there is a potential for flooding on the property. Appropriate uses for this site would have to be those that would receive minimal damage from flood events. Other plans have recommended that this site be targeted for acquisition as open space, or used for urban farming such as growing trees to be used as street/shade trees throughout the City as is suggested in the Greater Spruce Street Neighborhood Plan. Given the proximity to Hinchliffe Stadium, another sports facility may not be necessary to meet the

recreation and sporting needs of City residents.

Another potential use of Alfano Island could be as a small and quaint retail village destination. A series of small shops, cafes, and restaurants around a small plaza or town square could potentially be a complementary use to the Paterson Great Falls National Historical Park, as well as an additional tourist attraction for visitors. However, any use of the property will have to take into strong consideration the potential for flooding, and will have to be resilient to the effects of severe storm events.

Alfano Island should be considered to be investigated as a potential area in need of redevelopment.



Alfano Island Aerial Photo (Bing Maps)

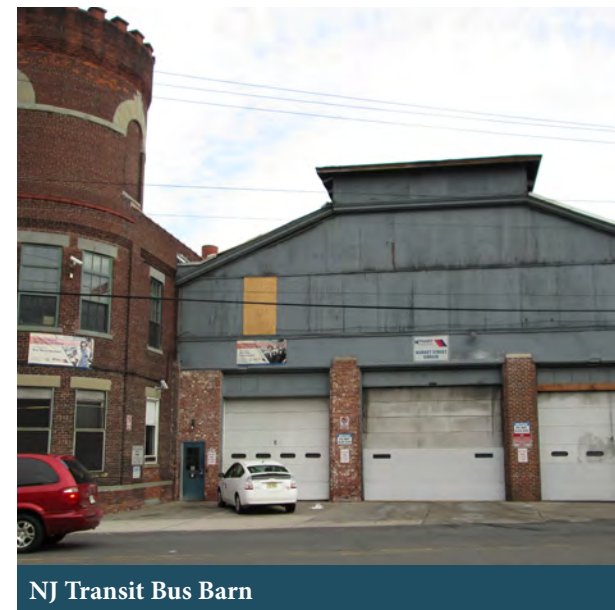
Alfano Island	
Zoning	Great Falls Historic District
Block	803
Lot	1
UEZ	Yes
Area/Size	5.7 acres
Ownership	Private
Recommended Use	Open Space/Urban Agriculture or retail village

4. **NJ Transit Trolley/Bus Barn** – NJ Transit currently owns and operates a large tract of land near the Great Falls and the Paterson Museum which is used to store buses. This site is an excellent opportunity to provide additional amenities to facilitate the Paterson Great Falls National Historical Park, given its size and its location. The site could potentially accommodate a number of uses, such as a specialty market housed within the existing barn structure. Portions of the site could also be used to build a parking structure to accommodate anticipated vehicular traffic to the National Park.

The New Jersey Hall of Fame, which is currently a travelling museum exhibit displaying biographies and memorabilia of famous New Jersey residents, is currently seeking a permanent home. The Hall of Fame now operates within a 40' truck trailer, but could be expanded and operate within the Bus Barn along with other uses. A New Jersey Hall of Fame could potentially add another cultural attraction to the Great Falls Historic District, and be a creative reuse of an existing structure.

The Trolley/Bus Barn site should be considered for investigation as an area in need of redevelopment.

Trolley/Bus Barn	
Zoning	Great Falls Historic District
Block	4701
Lot	2-6
UEZ	Yes
Area/Size	4.0 acres
Ownership	NJ Transit
Recommended Use	Structured Parking/mixed use market/Cultural Venue



NJ Transit Bus Barn



NJ Transit Trolley/Bus Barn Aerial Photo (Bing Maps)

5. **The Vistas site** – The large tract of land immediately to the northeast of Hinchliffe Stadium and the Great Falls, which is the site of the failed “Vistas” luxury housing complex, presents itself as another prominent site in the City. A hotel and conference center is currently proposed as a concept for this site. The current proposal calls for a large hotel and conference center to overlook the Great Falls and the City. The site is large enough to accommodate a hotel, and in a picturesque location. However, transportation access improvements may be needed to make the site more feasible as a hotel/conference center. Portions of the site could also be used as parking for Hinchliffe Stadium.

The Vistas	
Zoning	Great Falls Historic District
Block	801
Lot	21-22
UEZ	Yes
Area/Size	8.4 acres
Ownership	Private
Recommended Use	Hotel/Conference Center Parking or Open Space

Another potential use for this property would be to utilize this area as additional open space and recreation areas around the Great Falls.



The Vistas Site Aerial Photo (Bing Maps)

6. **Continental Can** – There is a very large property just south of the corner of Getty Avenue and Madison Avenue in South Paterson. Directly on the corner is the former Cooke Locomotive/ALCO historic mill. Adjacent to the mill property is a large industrial warehouse/factory building on a 17 acre site which was previously used as a can manufacturing facility. The site is currently underutilized with a mix of light industrial uses in the building. The property is as large as four City blocks, and could potentially be redeveloped with a number of uses and buildings. The site is large enough to accommodate large scale retail uses, residences, office buildings, recreation areas and facilities. This site could potentially accommodate a large scale supermarket or chain retailer, which was singled out by many residents as a specific need in the City.

For example, large big box retail stores such as Walmart and Target have been developing urban models of their stores. Recently in Washington DC, Walmart has constructed an urban store that includes housing above the store, and other retail spaces lining the street. In San Francisco, a Target has recently opened as a part of a mixed use redevelopment that includes a movie theater, and recreation/green space on the roof, as well as other retail uses lining the street. This 17 acre site is large

enough to accommodate a number of uses, and any redevelopment efforts should not be limited to a single use on the property.

Although already in a designated area in need of rehabilitation, the site is not recommended for acquisition by the Area 11 Neighborhood Redevelopment Plan. This property should be considered for a site specific redevelopment plan. The City should consider conducting a market study and feasibility analysis for different uses on this site. A portion of this site may also be considered to be designated for the relocation of the HARP Academy as it seeks a new location nearer to the hospital.



Continental Can



Continental Can Site Aerial Photo (Bing Maps)

Continental Can Factory	
Zoning	Area 11 Redevelopment
Block	6701
Lot	2
UEZ	Yes
Area/Size	16.9 acres
Ownership	Private
Recommended Use	Mixed Use Redevelopment

7. **Getty Avenue/Madison Avenue** – The large properties located just north of the intersection of Getty Avenue and Madison Avenue in the Railway neighborhood are, like the Continental Can site, expansive properties that are underutilized and present an opportunity for new development. The southern end of the property is developed with a large parking garage that is used to store vehicles for car dealerships, while the northern end of the site is owned by NJ Transit and is used as a rail yard. With the size of the properties and its location near St. Joseph’s Medical Center, as well as a potential future

transit stop in South Paterson, this property has redevelopment potential for much greater uses and intensity of use. The City should consider a mixed use redevelopment on these properties, or use the rehabilitation designation status already on the properties to leverage new development efforts. A mix of housing, retail, and community facilities should be considered for this area.

This site could also potentially be viewed as a location that may suit a large scale supermarket or chain retailer such as Walmart or Target, as a part of a mixed use development.

Getty Avenue/Madison Avenue	
Zoning	Area 11 Redevelopment
Block	6603
Lot	1,3,4,5
UEZ	Yes
Area/Size	23.9 acres
Ownership	Private/NJ Transit
Recommended Use	Mixed Use Redevelopment



Tucker Site Aerial Photo (Bing Maps)



Getty Avenue/Madison Avenue “Tucker Site”

8. **Former LeaderDye Mill** – The remains of the former LeaderDye & Finishing Mill located at the northern end of Block 2403 between Madison Avenue, East 19th Street, and 3rd Avenue present one of the few larger opportunity sites in the northern areas of the City. In the middle of a residential neighborhood, this site is currently a detriment to the area. This site should be targeted for new mixed use housing and commercial development that is sensitive to the scale and character of the Riverside neighborhood. This site could potentially be rezoned into a new mixed use residential/commercial zoning district, or could potentially designated as an area in need of redevelopment, and a specific plan for redevelopment could be enacted. While a rezoning may be simpler, redevelopment does provide some flexibility in terms of financing and control over uses and design of the property.

LeaderDye & Finishing Mill	
Zoning	R-2
Block	2403
Lot	3-5
UEZ	Yes
Area/Size	1.88 acres
Ownership	Private
Recommended Use	Mixed Use Redevelopment



LeaderDye & Finishing Mill



LeaderDye & Finishing Mill



Leader Dye Mill Aerial Photo (Bing Maps)



The Heritage at Alexander Hamilton

9. **Former Alexander Hamilton Housing Projects** – The site where the former “Alabama Projects” once stood has been demolished, and is slated to have 351 new homes constructed on the property. 80 of those homes have already been completed. 271 new affordable and market rate units have still yet to be constructed. The City and Housing Authority must continue to work to ensure that the remainder of this project can be completed, as there is a growing need for housing, in particular the type of mixed income housing this development provides.

Former Alexander Hamilton Homes	
Zoning	R-2
Block	7505
Lot	15
UEZ	Partially
Area/Size	12.3 acres
Ownership	Housing Authority
Recommended Use	Mixed Income Housing



The Heritage at Alexander Hamilton Aerial Photo (Bing Maps)



The Heritage at Alexander Hamilton

Development Project Examples



Adaptive Reuse of Cannery, San Francisco CA



Mixed Use Housing Development, San Francisco CA



Adaptive Reuse, Red Bank Armory



Mixed Use Development, Washington DC
Image from Planners Web



Urban Big Box Retail Store, Chicago
Image from Planners Web



Park edge retail and dining, Cologne Germany



Mixed Use Parking Garage, San Francisco, CA



New Housing Development, Long Branch, NJ



Mixed Use Redevelopment, San Francisco, CA

10. **Sites identified in the Ward Street TOD Plan** – The Ward Street Transit Oriented Development Plan (TOD) identified several key properties around the Ward Street Station that should be targeted for more intense development to support the revitalization of the downtown as well as increase ridership on the NJ Transit commuter rail line that stops in the City. The Plan recommends that the following properties, among others, be considered for strategic development:

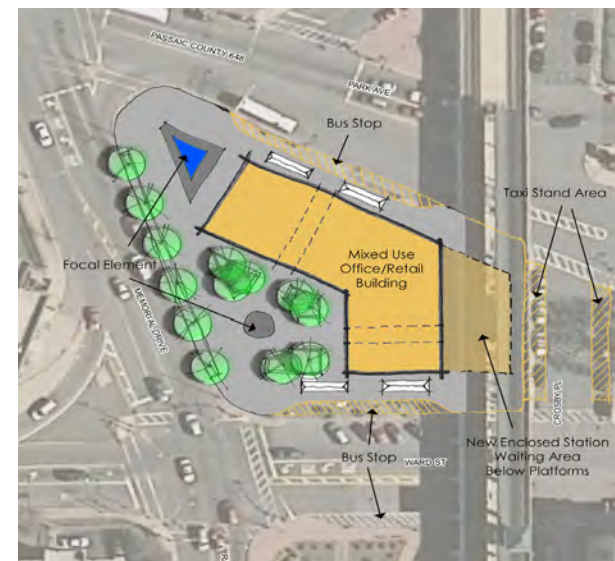
- a. The 1 acre property adjacent to the Train Station on the corner of Ward Street, Market Street, and Memorial Drive, which is currently used only as a gas station, is a priority site. The property should be developed with a mixed use complex that includes a multi-modal transit center to make transfers between the train and local buses seamless.
- b. The property just southwest of the Train Station along Railroad Avenue is another priority site. The plan calls for this long and narrow strip of property to be developed as workforce housing with retail spaces on the street level closer to the Train Station.
- c. The plan also calls for more intense development on the parcel which contains the Station parking garage. This property is currently developed with a parking garage, and a surface parking lot. The areas on the north end of the property where the parking lot is located should be developed with a mix of uses, including a strip of restaurants on the ground level.
- d. The two parcels just north of the station along Market Street, which currently house several retail businesses in single story structures, should be developed as a mixed use structure, with residences or office space above the ground level retail.
- e. The site of the former Royle Mill, just a few

blocks south of the Train Station, which was demolished in 2011, would potentially be a good location for a small urban grocery store or other commercial use such as a pharmacy/convenience store.

- f. The parcels just north of Center City Mall, which are currently used as surface parking lots, should be developed with structured parking to help meet the demand for parking in the downtown.
- g. The plan recommends that many of the existing 2-4 story buildings along Main Street and throughout the downtown that have vacant space in their upper floors should be encouraged to be used as either residences or office space in these vacant floors.

11. **Sites Identified in the Madison Avenue Commuter Rail Study** - The Madison Avenue Commuter Rail Corridor Study of 2009 also identifies several properties around the proposed light rail station that should be developed according to transit oriented development (TOD) principles. The plan calls for new development of most of the blocks between Broadway, East 18th Street, East 21st Street, and Park Avenue, which are the blocks surrounding the proposed station. The plan recommends targeting municipally owned parcels, and properties with single use, single story commercial structures, for development with 3-5 story mixed use buildings. A new plaza surrounding the proposed light rail train station would be a focal point for the neighborhood and a hub for a new urban village. In all, the plan identifies over 30 potential sites for new development, several of which have recently been acquired by the Paterson Parking Authority. The following are the key sites identified in that plan as potential opportunity sites:

- a. The four corners of the intersection of Madison Avenue and Ellison Street should form a plaza space around the proposed light rail stop, and be



Ward Street TOD



Image from the Madison Avenue Commuter Rail Study



ATP Site



McBride Avenue

- developed with 4-5 story mixed use structures, with residences and office space above retail shops and restaurants.
- b. Madison Avenue from Broadway to Park Avenue should be lined with new or renovated mixed use buildings.
 - c. The current bus depot on Madison Avenue should be converted into a specialty food market.
 - d. Parking structures should be built on the interior of the blocks surrounding the proposed light rail station.
12. **Sites Identified in the Greater Spruce Street Neighborhood Plan** - The Greater Spruce Street Neighborhood Plan, as well as the Arts + Revitalization Plan, which used the Spruce Street plan as its foundation, both made specific recommendations for developments within the neighborhoods around Spruce Street and the Great Falls Historic District. The plans make the following specific land use recommendations for the Great Falls neighborhood:
- a. Like the Ward Street TOD Plan, both of these plans recommend that the existing vacant spaces within buildings along Main Street be fully utilized and adapted for use as office space or apartments.
 - b. The Plans recommend that the current parking lot on Market Street near Spruce Street, which is owned by the Parking Authority, be used as a site for a potential hotel and conference center. The Parking Authority however has plans to develop a parking garage on this property.
 - c. The parcels on the properties on the corner of McBride Avenue and Spruce Street, directly across the street from the Paterson Great Falls National Historical Park, should be developed with mixed use structures, with offices or

- residences above retail spaces. This area is also identified as a potential alternative for the hotel site on Market Street. A boutique hotel could also be included as a part of a mixed use development.
- d. The former Allied Textile Printers (ATP) site, which is also the former Colt Gun Mill, should be used as an interpretive sculpture grounds and a museum for industrial heritage.
 - e. Several historic mill structures, including the Barbour Flax Spinning Company, the Casper Silk Mill, and the Highland Water Company, which are all located around the upper raceway area, should be used as green industry incubators and showrooms for green products.
13. **Area 11 Redevelopment/Rehabilitation Plan** - The Area 11 Rehabilitation Area, and St. Joseph's Regional Medical Center present themselves as their own unique opportunity sites for development. As the Transportation Element of this Plan recommends, the area near the hospital, where the NJ Transit Bergen/Main Line crosses over Main Street, should be considered for a new train station and stop on that line. If a new stop on the commuter rail line were to be installed, the Area 11 Neighborhood Redevelopment Plan already lays the framework for a transit oriented development project around a potential train station. The Plan calls for relatively dense, mixed use development around the hospital. While the plan does not call for the acquisition and specific redevelopment of any properties within the Redevelopment Area, the City should encourage denser, mixed use development in the neighborhood in accordance with the Area 11 plan.
14. **Historic Mill Structures** - There are 30 historic mills in the City identified by a study in 2012. Each of the Historic Mill structures identified in

the 2012 Historic Mill Survey also can be seen as opportunity sites for adaptive reuse of these historic mill buildings. Adaptively reusing the historic mills can allow for both economic development and historic preservation purposes to work in conjunction with one another. These historic mill structures can potentially be creatively reused for a number of purposes. Aside from being converted to urban loft style residences, they can be used as offices or space for new high tech green industry businesses, as the Greater Spruce Street Neighborhood Plan suggests. They can also be potentially used as restaurant industry and kitchen incubators. While the buildings may not be well suited for their original purpose of manufacturing or silk weaving any longer, innovative reuse of the buildings should be aggressively encouraged and pursued.

15. ***Vacant and Abandoned Properties*** - The Vacant/ Abandoned Properties List currently on record with the City lists nearly 1,000 properties that are vacant or abandoned. Each of these properties, if acquired, embodies its own opportunity to impact its neighborhood. Although most of these properties are very small, the impacts they may have on a residential block can be very large. As noted in this Element, and the Housing Element of this Plan, these vacant and abandoned properties should be renovated. Whether it be through code enforcement actions, or direct acquisition and redevelopment of a property, upgrading vacant and abandoned properties should be one of the City's highest priorities.

However, the City should take a strategic approach to acquiring these properties and preparing them for development. Since not all 960+ properties will be able to be upgraded simultaneously, the properties will need to be prioritized. Aside from factors such as level of distress of the property, geography should be a major consideration as well. Highest priority should be given to any vacant or abandoned properties in the downtown, or in the Great Falls

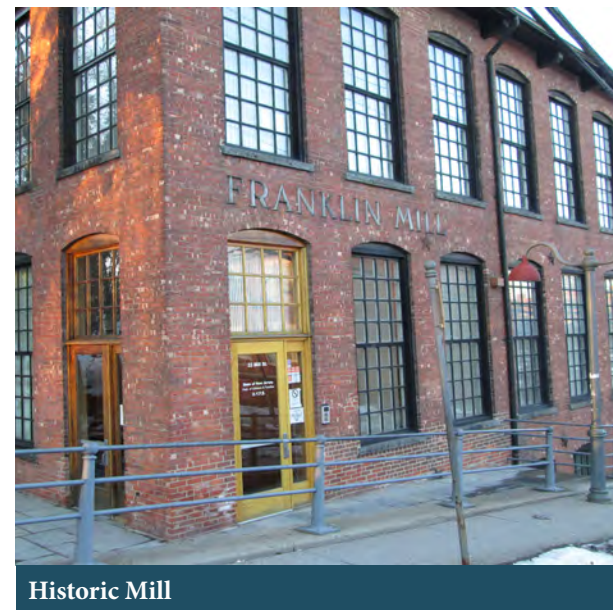
Historic District. Revitalization of the City needs to begin with the historic downtown and the Great Falls. These neighborhoods are the heart of the City, and their renaissance would be the most impactful for the City overall, as they are the center of the City, and the most likely to attract visitors and outsiders to see the revival of Paterson.

Second priority should be given to sites located within current redevelopment areas. These are neighborhoods in the City that have already been designated as being in need of redevelopment, and already have plans and design guidelines in place for uses on each of these properties. Revitalization of properties in these areas would have the greatest benefits for the local communities.

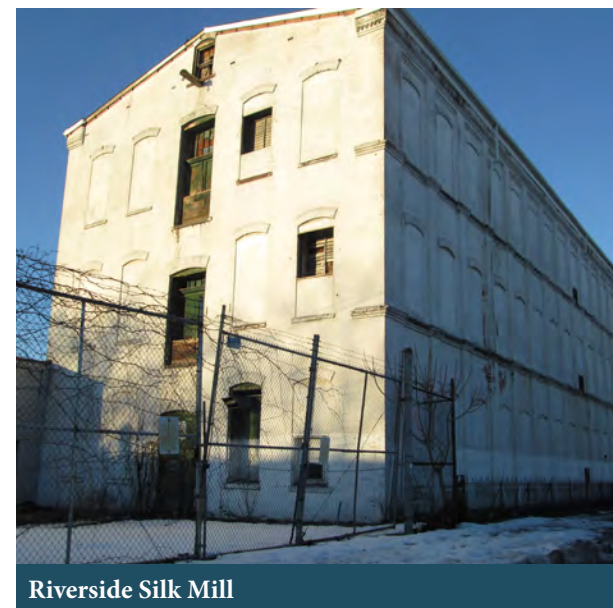
All other vacant and abandoned properties should be given third priority for redevelopment.

16. ***Other Opportunities*** - Other areas in the City which do not feature prominent opportunity sites identified in this Plan are the neighborhoods which are primarily residential, and the intention is for those neighborhoods to retain their character. Opportunities for small scale infill development may present themselves, but large scale development projects are not recommended for the following neighborhoods:

- Eastside Park
- Manor
- Lakeview
- Hillcrest
- Brooksloate
- Haledon
- Totowa
- Garrett Mountain



Historic Mill



Riverside Silk Mill

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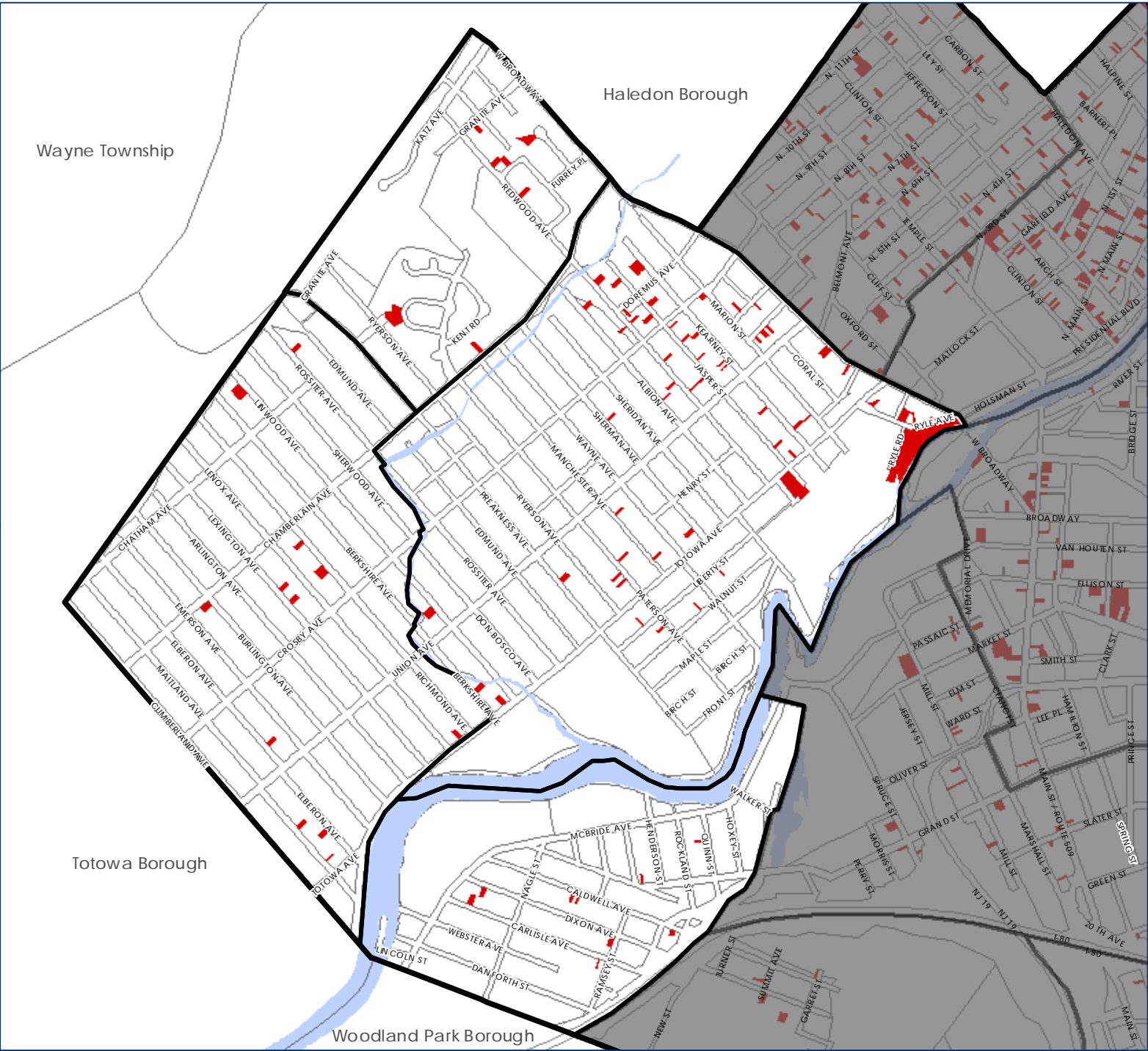
Vacant/Abandoned
Properties

Neighborhoods:
Brooksloate, Hillcrest,
Stoney Road & Totowa

 Vacant/Abandoned Properties



Source: NJGIN, NJDOT, NJDEP, NJ Transit



CITY OF PATERSON Master Plan

Vacant/Abandoned Properties

Neighborhoods:
Dublin, Garret Mountain,
Lackawanna & Sandy
Hill

 Vacant/Abandoned Properties

Woodland Park Borough

Clifton



Source: NJGIN, NJDOT, NJDEP, NJ Transit



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Master Plan

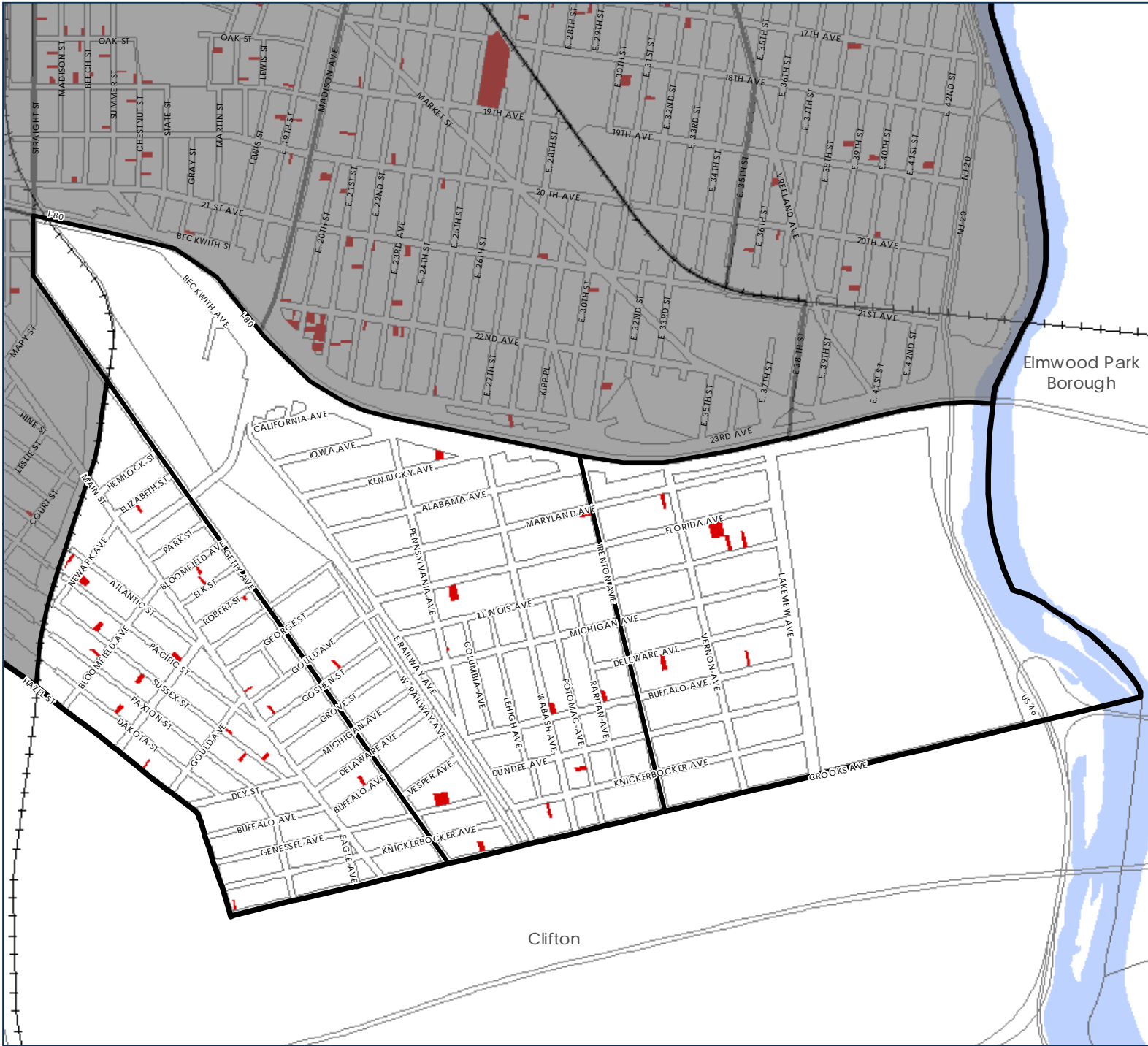
Vacant/Abandoned
Properties

Neighborhoods:
Lakeview, Railway &
South Paterson

 Vacant/Abandoned Properties



Source: NJGIN, NJDOT, NJDEP, NJ Transit



CITY OF PATERSON Master Plan

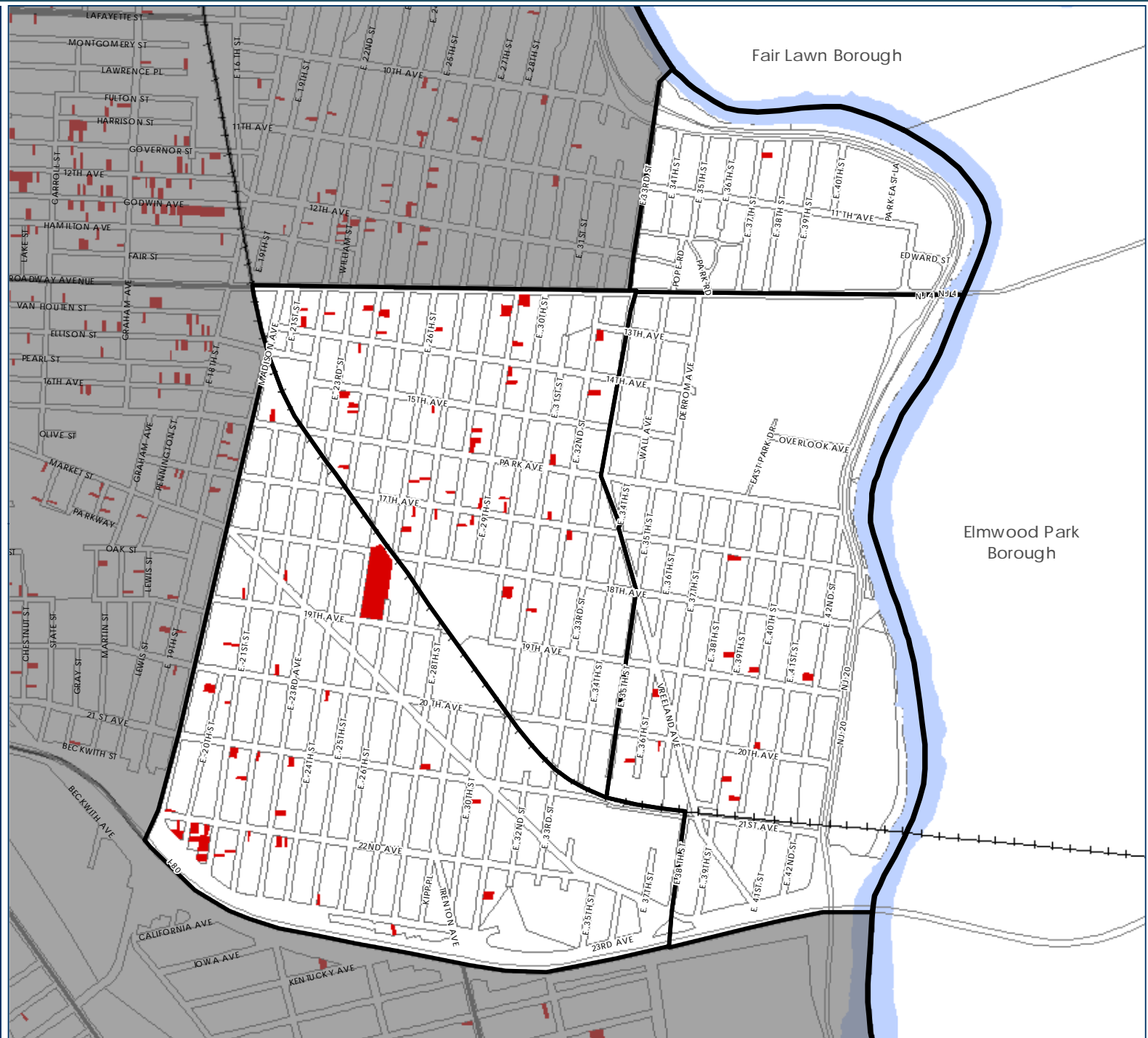
Vacant/Abandoned Properties

Neighborhoods:
Eastside, Manor, Near
Eastside & People's Park

 Vacant/Abandoned Properties



Source: NJGIN, NJDOT, NJDEP, NJ Transit



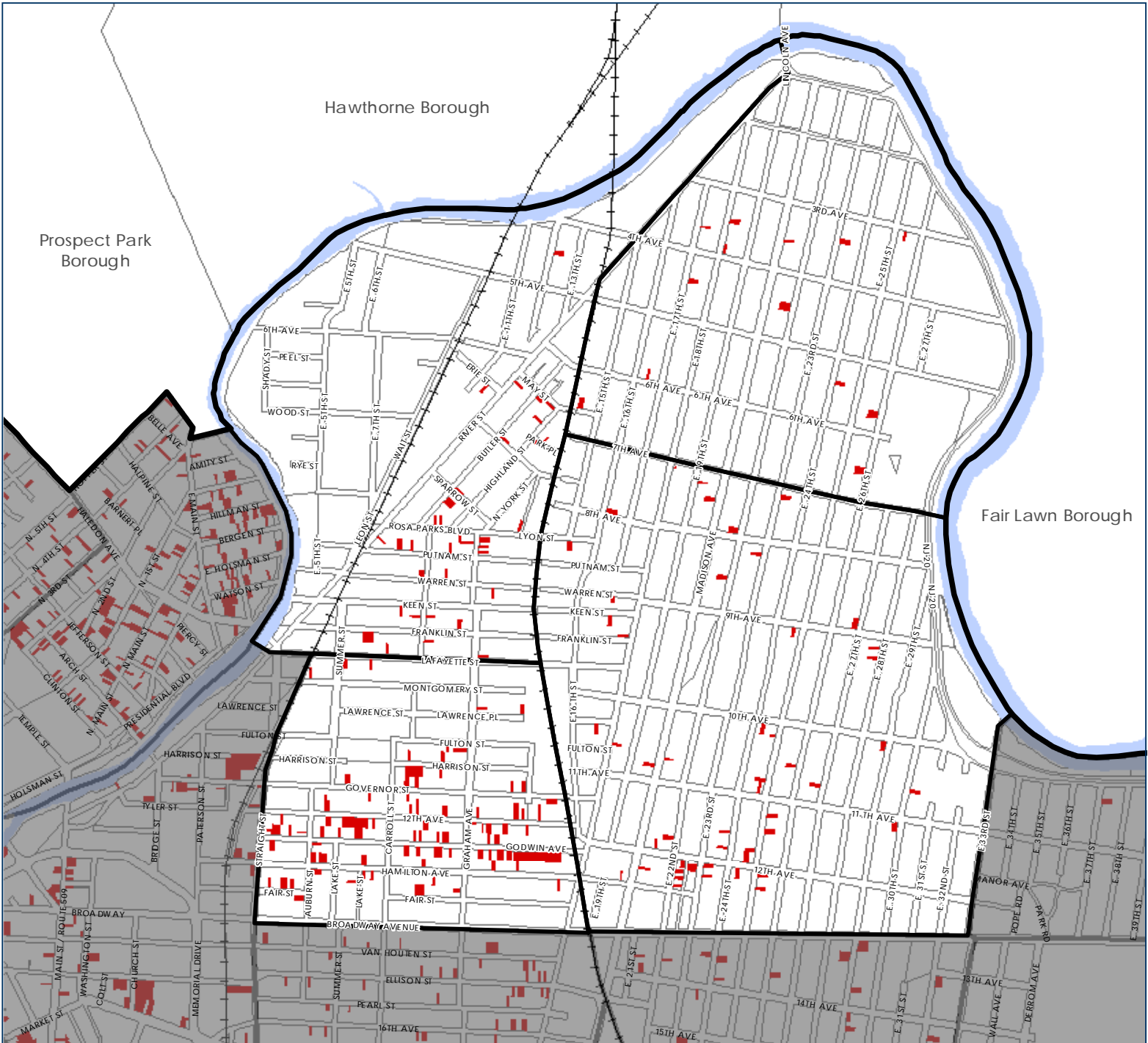
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Vacant/Abandoned
Properties

Neighborhoods:
10th Avenue, Bunker Hill,
Riverside & Wrigley Park

 Vacant/Abandoned Properties

 0 650 1,300 Feet
Source: NJGIN, NJDO T, NJDEP, NJ Transit



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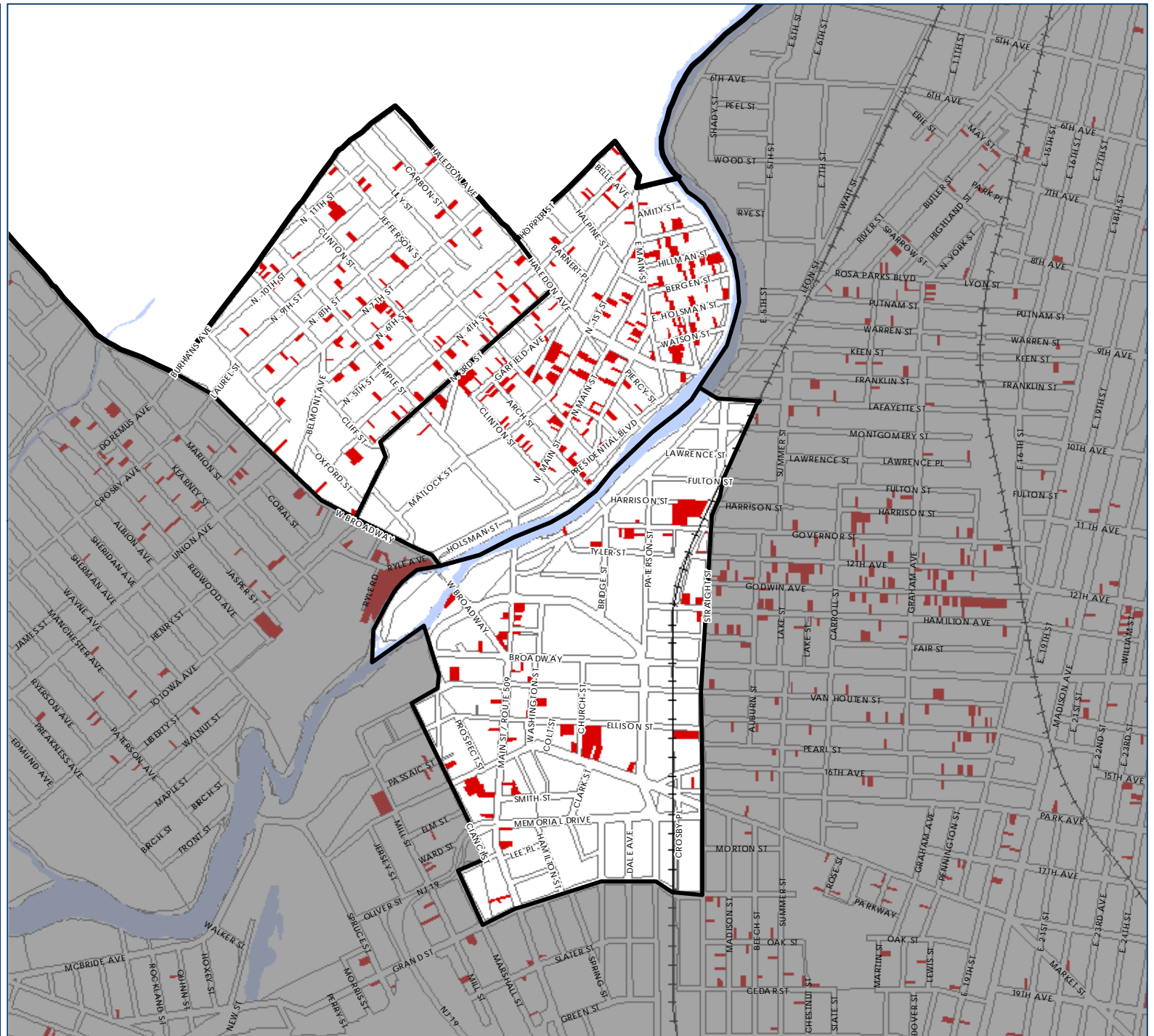
Vacant/Abandoned Properties

Neighborhoods:
Downtown, Haledon &
Riverview

 Vacant/Abandoned Properties



Source: NJGIN, NJDOT, NJDEP, NJ Transit





HOUSING ELEMENT

Introduction

A decent place to live is one of the most fundamental of human needs. Whether a household is made up of a traditional nuclear family, a single person, or a group of individuals, everyone needs a roof over their head. However the need for housing goes beyond simply a roof and four walls to provide refuge from the elements. Housing in an urban area such as Paterson is far more complicated. A decent place to live means that homes are consistent with state regulations and building codes, neighborhoods are safe, and also that jobs, shopping, and entertainment are accessible. Housing in the City of Paterson must be respondent to the needs of current and potential future residents.

The Housing Element of the Master Plan is intended to provide guidance to the City in regards to the provisions for adequate housing for all residents. Although housing is a vital need for all residents, particular emphasis is placed on providing the opportunity for safe, affordable housing options for moderate and low-income households, who are most at risk of not being able to provide a decent home for themselves. This element is prepared in accordance of the NJ Municipal Land Use Law which states that a Housing Element may be prepared as a portion of a municipal master plan, 40:55D-28.b states:

“A housing plan element pursuant to section 10 of P.L.1985, c.222 (C.52:27D-310), including, but not limited to, residential standards and proposals for the construction and improvement of housing”

This Element provides an overview of existing housing conditions, including both the physical characteristics of the City's housing stock, and the characteristics of the households and families that live in those homes. This element also provides projections regarding future housing conditions, and makes recommendations to address present and likely future housing needs.

FIGURE 7.1

Household Size in Paterson 2010		
Paterson		
Household Size	Number	Percent
1 person	11,182	25.6%
2 person	10,320	23.6%
3 person	9,081	20.8%
4 person	6,238	14.3%
5 person	3,689	8.5%
6 person	1,909	4.4%
7 or more persons	1,221	2.8%
Total	43,640	100.0%

Source: 2007-2011 ACS 5-year estimates

FIGURE 7.2

Average Household Size		
Paterson	Passaic County	New Jersey
3.24	2.94	2.68

Source: 2010 Census SF-1

Existing Housing Conditions

HOUSEHOLD SIZE AND TYPE

The household and the family are two very fundamental units of society. Household size in particular is a useful measure of the demographic and social composition of the population of the City of Paterson. Household size along with other household characteristics is a general indicator of the types of housing that may be needed to accommodate the population in appropriate housing units. The Household Size and Types charts illustrate the household statistics in the City.

According to the U.S. Census Bureau, there are approximately 44,000 total households in the City of Paterson. (Figures differ based on source, 2010 Census/2007-2011 ACS 5 Year Estimates) Of these households, nearly half of them have children present, and almost 1/4 of the households have seniors.

The median household size in the City of Paterson according to the 2010 US Census was 3.24 persons per household. When compared to the State average household of 2.68, this means that the typical household in the City is nearly 1 person larger than the typical household throughout the State. Figure 7.1 shows that there is a broad range of household sizes in the City, with relatively similar numbers of single, two, and three person households being present in the City, representing over 60% of all households. There is also a significant portion of the population (15.7%) of the City that resides in households of 5 or more people. As illustrated on the Household Size map, the blocks in the City with the lowest average household size tend to be in the lower density residential areas, or closer to some of the commercial corridors. The blocks of the City with higher average household sizes tend to be concentrated in a few areas around the People’s Park and Sandy Hill neighborhoods in the center of the City, or on the west side of town in the Totowa neighborhood area.

FIGURE 7.3

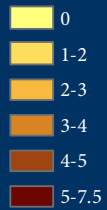
Types of Households in Paterson & Passaic County 2010						
Type of Household	Paterson		Passaic County		New Jersey	
	Number	Percentage	Number	Percentage	Number	Percentage
Total Households	44,329	100%	166,785	100%	3,214,360	100%
Family Households	32,731	73.8%	120,840	72.5%	2,226,606	69.3%
Non-Family Households	11,598	26.2%	45,945	27.5%	987,754	30.7%
Households with individuals under 18	20,888	47.1%	65,139	39.1%	1,126,325	35.0%
Households with individuals over 65	10,410	23.5%	44,888	26.9%	864,309	26.9%

Source: 2010 Census SF-1

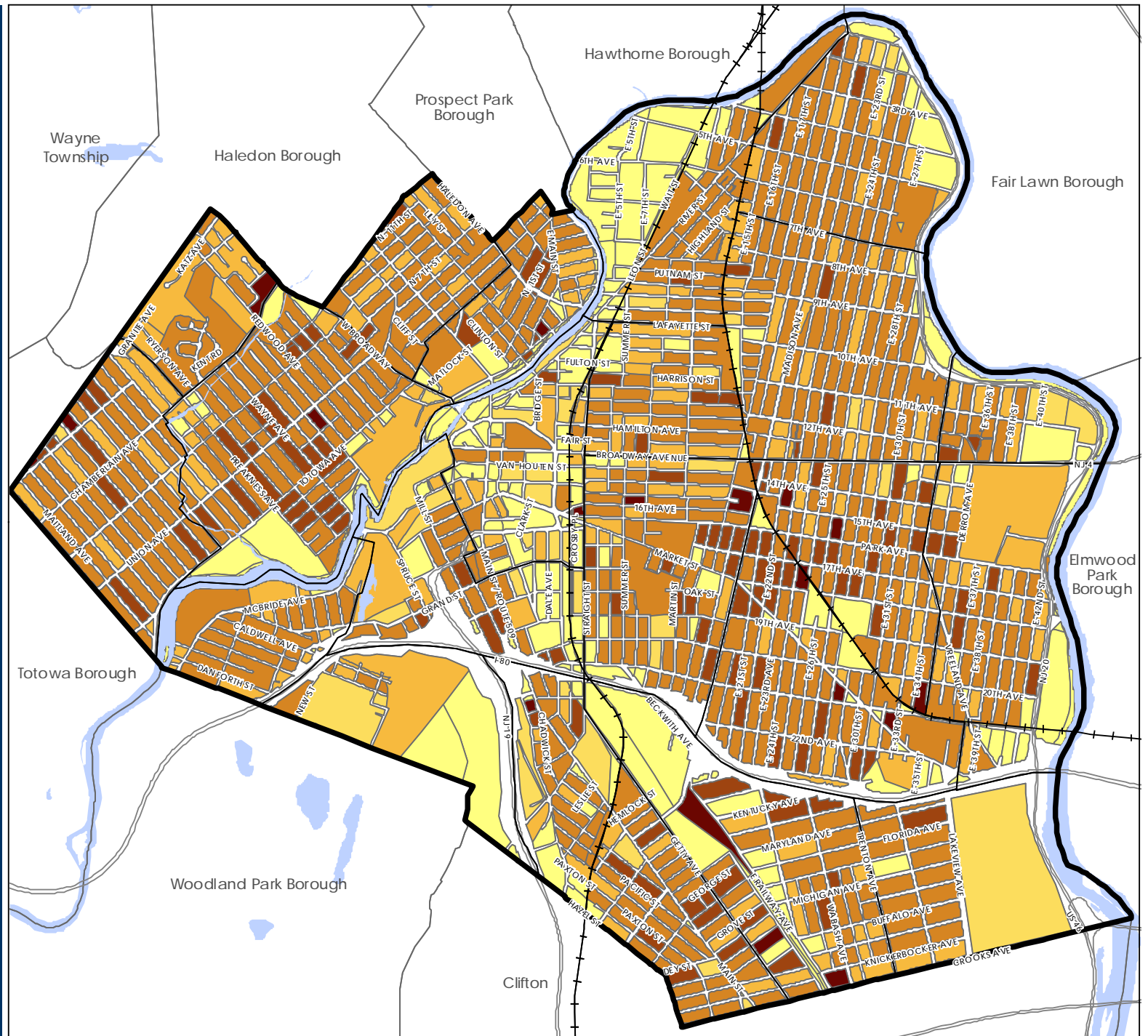
CITY OF PATERSON Master Plan

Average Household Size

Average Household Size



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2010 Census Blocks



HOUSING TENURE AND OCCUPANCY STATUS

As shown in the Housing Tenure Chart, the majority of residents in the City of Paterson do not own their own homes. The home ownership statistics are nearly opposite of those of the state. Less than 1/3 of residents live in homes that they own. Typical for renter occupied housing, most residents in Paterson have not lived in their current residence for a particularly lengthy period of time. Census data in Figure 7.5 indicate that as of 2011, nearly half of all residents have lived in their current homes for less than 6 years. While this is a trend that is not unique to Paterson, with people changing careers and homes far more often than before, with the high percentage of renter occupied properties, Paterson sees a greater turnover than other areas. The data also indicate that over 6,000, or 12% of the housing units in the City are vacant, or unoccupied.

Housing tenure is not evenly distributed throughout the City. As illustrated on the Housing Tenure map, there is a much higher concentration of owner occupied properties in the single family residential neighborhoods on the ends of the City, such as Eastside and Hillcrest. The centrally located neighborhoods in the Fourth and Fifth Wards have the highest concentrations of renter occupied housing units. The map also illustrates the general lack of occupied housing in the downtown of the City.

FIGURE 7.4

Housing Tenure						
	Paterson		Passaic County		New Jersey	
	Number	Percentage	Number	Percentage	Number	Percentage
Owner Occupied	12,986	29.8%	89,540	55.4%	2,117,923	66.6%
Renter Occupied	30,654	70.2%	71,948	44.6%	1,062,931	33.4%
Total Occupied Units	43,640		161,488		3,180,854	
Vacant Housing Units	6,024	12.1%	14,149	8.1%	363,113	10.2%
Total Housing Units	49,644					

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.5

Year Householder Moved into Unit		
	Number	Percentage
Occupied Housing Units	43,640	100%
2005 or later	20,568	47.1%
2000 to 2004	9,594	22.0%
1990 to 1999	7,102	16.3%
1980 to 1989	3,108	7.1%
1970 to 1979	1,690	3.9%
1969 or earlier	1,578	3.6%

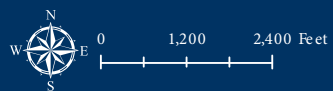
Source: 2007-2011 ACS 5-Year Estimates

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Housing Tenure

Housing Tenure

- 1 Dot = 25 persons
- Owner Occupied
- Renter Occupied



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
Census 2010

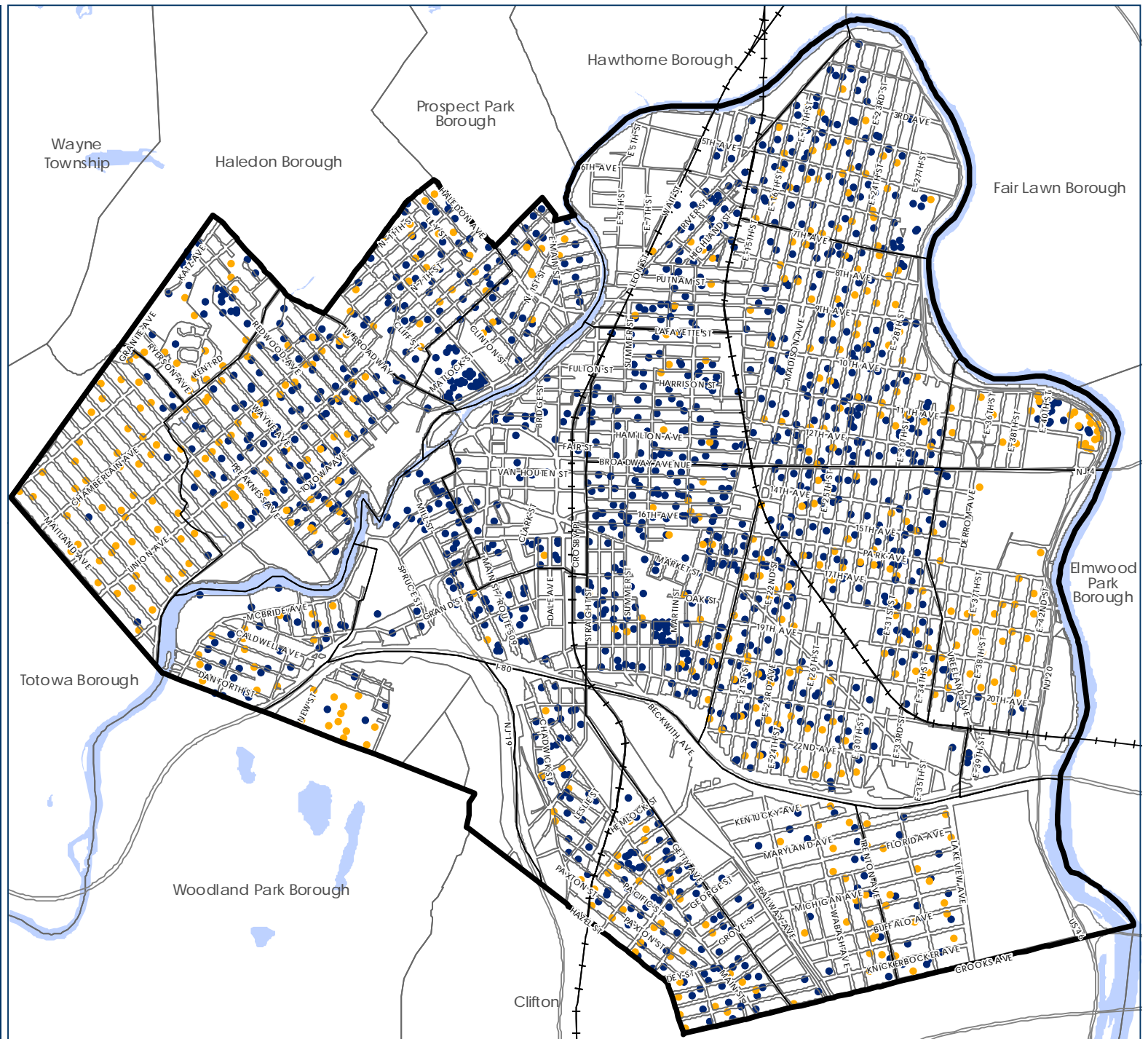
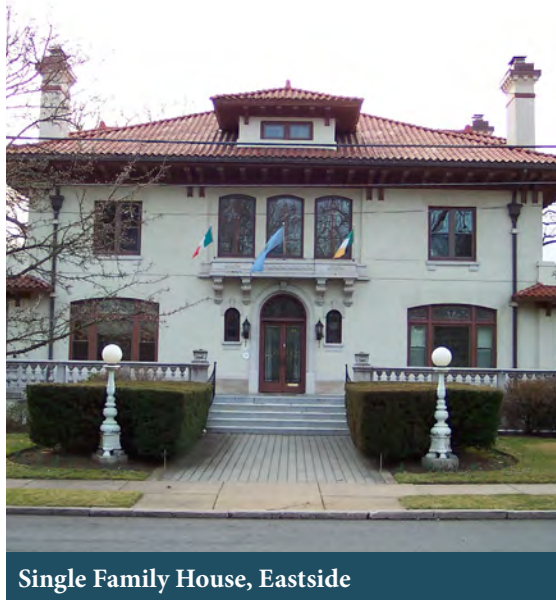


FIGURE 7.6

Housing Characteristics City of Paterson		
Characteristics	Number	Percentage
Total Housing Units	49,644	100%
Year Structure Built		
2005 or later	939	1.9%
2000 - 2004	849	1.7%
1990 - 1999	1,601	3.2%
1980 - 1989	2,136	4.3%
1970 - 1979	3,633	7.3%
1960 - 1969	6,377	12.8%
1950 - 1959	9,241	18.6%
1940 - 1949	10,732	21.6%
1939 or earlier	14,156	28.5%
Units in Structure		
One-detached	8,209	16.5%
One-attached	1,618	3.3%
Two	17,225	34.7%
Three or Four	9,563	19.3%
Five to Nine	3,970	8.0%
Ten to Nineteen	3,268	6.6%
Twenty or More	5,619	11.3%
Mobile home, Boat, RV, Van, etc.	192	0.4%
Number of Bedrooms in Unit		
Zero	7,431	15.0%
One	7,130	14.4%
Two	16,265	32.8%
Three	13,975	28.1%
Four	3,381	6.8%
Five or More	1,482	3.0%

Source: 2007-2011 ACS 5-Year Estimates



Single Family House, Eastside



Housing in Paterson

PHYSICAL CHARACTERISTICS OF HOUSING

The housing stock in the City of Paterson is aging, as a majority of the housing units were built prior to the 1960's. Approximately 70% of the City's housing units were constructed prior to 1960. The largest percentage of housing structures in the City are two-family structures, either being constructed as duplex houses, or larger older homes that have been converted into two-family units. Based on recent building permits issued according to NJ DOL data, it appears that housing construction within the City in the past decade has come in small waves of primarily single family and two-family construction.

Despite Paterson being the third largest City in the state, and having one of the highest population densities in the region, the scale of housing in the City is relatively low. Over 50% of the City's housing units are in either single family or two-family structures, and that figure is up to nearly 75% when 3 and 4 unit structures are included. Only 11% of housing units are in structures with 20 or more units. This means that there are not many large housing developments in the City. The City is made up primarily of many small units rather than large development projects. Paterson is an urban area, but it is a dense, small-scale urbanism, not one dominated by high rises and towers.

HOUSEHOLD INCOME AND LIVING CONDITIONS

The income for a typical household in the City of Paterson is as shown in the Median Household Income table, significantly less than the typical household in the County, and approximately half of that of the typical household in the state as a whole. The average household in the City of Paterson is also larger. Essentially, the average household in the City of Paterson has more people and less money than an average household in other places in the State. Typical family incomes within

the past decade have been relatively stagnant, with a modest growth of 4.0%, while incomes for the state as a whole have risen over 25% in that same time period.

The Household Income Map displays the median income for households in each Census Block Group in the City. Much like housing tenure, higher median household incomes correlate with the higher percentages of home ownership in the City. The central neighborhoods of the City have the lower median incomes. As shown in the Household Income Distribution Chart, with the median household income for the City being \$34,000 that means that half of the City's households have an annual income of less than \$34,000. Over 16% of the City's households earn less than 10,000 per year in income, and less than 10% of the City's households earn greater than \$100,000. Nearly 1/4 of the City's households were within the standards for an income below the federal poverty level in 2011, which ranges from approximately \$11,000 per year for a single person household, to \$35,000 per year for a 7-person household. The figures are much higher for households that are headed by females and have children present.

Whether it be retirement income, social security, or cash assistance, many households and families in the City are receiving some form of housing or living subsidy to supplement their regular income. Many of the families or households receiving one form of assistance are also receiving other forms as well. Approximately 20% of City households are receiving SNAP (food stamps) and/or Social Security income. Although the vast majority of housing facilities in the City are equipped with complete kitchens and plumbing, 10% of households do not have phone service as of 2011. Also, a large percentage (28.6%) of households do not own a vehicle, and therefore must rely on other modes of transportation to get wherever they may need to go.

FIGURE 7.7

Median Household Income			
	2000	2010	% Change
City of Paterson	\$32,778	\$34,086	+ 4.0%
Passaic County	\$49,210	\$54,944	+ 10.9%
New Jersey	\$55,146	\$69,811	+ 26.6%

Source: 2010 US Census

FIGURE 7.8

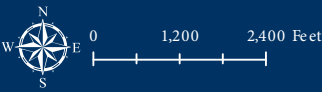
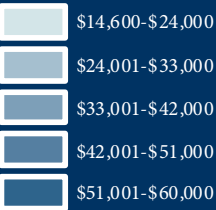
Household Income Distribution City of Paterson		
Income	Number of Households	Percent
Less than \$10,000	7,218	16.5%
\$10,000-\$14,999	3,337	7.6%
\$15,000-\$24,999	5,862	13.4%
\$25,000-\$34,999	5,664	13.0%
\$35,000-\$49,999	6,429	14.7%
\$50,000-\$74,999	7,439	17.0%
\$75,000-\$99,999	3,602	8.3%
\$100,000-\$149,999	2,902	6.6%
\$150,000-\$199,999	795	1.8%
\$200,000 or more	392	0.9%
Total Households	43,640	100.0%
Median Income	\$35,302	
Mean Income	\$45,554	

Source: 2007-2011 ACS 5-Year Estimates
(Income in 2011 Inflation Adjusted Dollars)

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Master Plan

Median Household
Income

Median Household Income



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
American Community Survey 2007-2011
Census Tracts

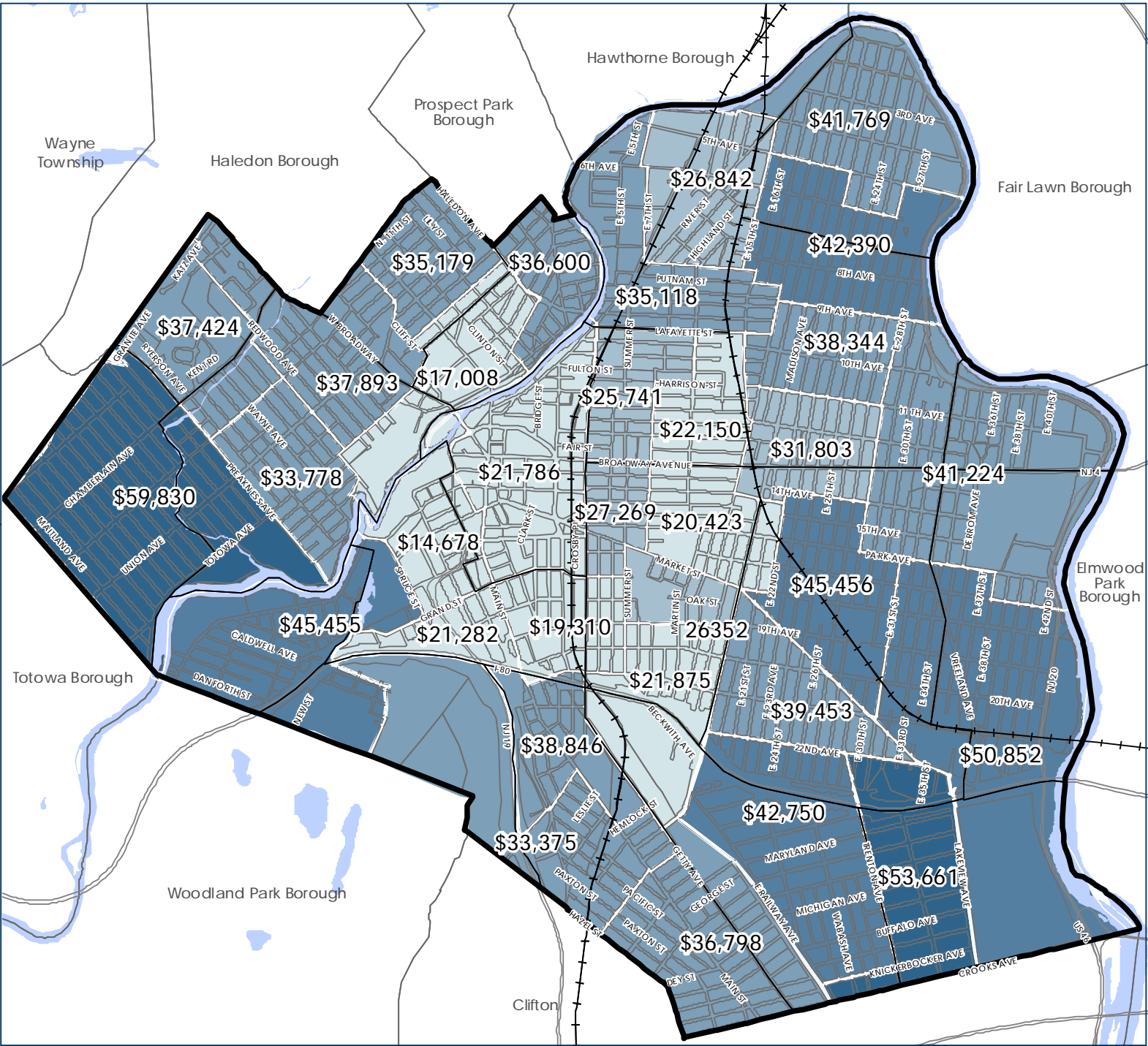


FIGURE 7.9

Households with Supplemental Income City of Paterson		
Supplemental Income	# Households/ Amount	Percent of Households
Social Security	9,094	20.8%
Mean SS Income	\$13,298	
Retirement Income	3,823	8.8%
Mean Retirement	\$15,239	
Supplemental Security	3,055	7.0%
Mean Supplemental	\$7,942	
Cash Public Assistance	2,836	6.5%
Mean Cash Asst.	\$4,351	
Food Stamps/SNAP	8,634	19.8%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.10

Percentage of Families and Individuals with Income Below Poverty Level	
All Families	24.6%
Married Couple Families	14.7%
Female Householder - No Husband Present	36.5%
All People	27.1%
Under 18 Years	38.2%
18 Years and Over	22.8%
People in Families	25.3%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.11

Selected Housing Characteristics		
	Number	Percent
Lacking Complete Plumbing	157	0.4%
Lacking Complete Kitchen	320	0.7%
No Telephone Service	4,441	10.2%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.12

Vehicles Available per Household		
	Number	Percent
No Vehicles	12,489	28.6%
1 Vehicle	19,838	45.5%
2 Vehicles	8,579	19.7%
3 or More Vehicles	2,734	6.3%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.13

Housing Values 2011 Paterson City		
Owner Occupied Housing Units by Value		
Value Range	Number	Percent
Less than \$50,000	366	2.8%
\$50,000 to \$99,999	249	1.9%
\$100,000 to \$149,999	545	4.2%
\$150,000 to \$199,999	721	5.6%
\$200,000 to \$299,999	3,666	28.2%
\$300,000 to \$499,999	6,908	53.2%
\$500,000 to \$999,999	427	3.3%
\$1,000,000 or more	104	0.8%
Total	12,986	100.0%
Median Value	\$349,100	

Source: 2007-2011 ACS 5-Year Estimate

FIGURE 7.14

Selected Monthly Owner Costs (Units with Mortgage)		
Units with Mortgage		
	Number	Percent
< \$300	0	0
\$300-\$499	30	0.3%
\$500-\$699	26	0.3%
\$700-\$999	167	1.7%
\$1,000-\$1,499	777	7.8%
\$1,500-\$1,999	1,543	15.4%
\$2,000 or more	7,454	74.6%
Median	\$2,574	
Totals	9,997	

Source: 2007-2011 ACS 5-Year Estimates

COST OF HOUSING/VALUE OF HOUSING

Owning a home in the City may be a very expensive proposition for most families. According to the latest 5-Year estimates of the American Community Survey, the median value for a home in the City is \$349,100. The majority of homes in the City are valued between \$300,000 and \$500,000. The median monthly ownership costs for a home in the City are over \$2,500, which is actually slightly higher than the median monthly ownership costs for the State as a whole (\$2,450). Even for homes without a mortgage payment, typically the greatest monthly expense for a homeowner, monthly costs are nearly \$1,000. These ownership costs represent the costs of a mortgage, bills such as water, electricity, gas, or oil, insurance, and property taxes.

When viewed at the Census Block Group level, as is shown in the Median House Value Map, which graphically depicts the median home values of owner occupied units in the City, a general pattern of higher home values can be seen in the peripheral neighborhoods where single family residences are more common, while home values are generally lower in the neighborhoods dominated by multi-family properties. The notable exception to this is the downtown area, where home values are the highest in the City. However this is likely due to the low number of owner occupied homes, and their values being inflated by proximity to commercial areas.

The typical monthly rent paid for a home or apartment unit in the City is also relatively high. The median contract rent price in the City was \$1,060 per month in 2011. As the Contract Rent Chart displays, there are few units in the City that rent for less than \$750 per month. When utilities are included in the equation, the typical household in the City may be paying as much as \$1,400 a month in housing costs.

However, other data sets show slightly different figures. Data on the Census Block Group level from the same time period, which is illustrated in the Median Contract Rent Map, indicates that median rents may be significantly lower than the data provided by the American Community Survey for the City as a whole. The Block Group data shown in the map suggests a median rent of approximately \$100 dollars lower, which is a significant amount but still not necessarily affordable to the average household in Paterson.

According to the US Department of Housing and Urban Development (HUD) a generally accepted definition of affordability for housing costs is approximately 30% of household income. Any family or household that is spending a greater proportion of its income than 30% on housing mortgage or rent costs is likely having to make significant other sacrifices in spending, such as in purchasing food, clothing, transportation, or medical care. As shown in Figures 7.17 - 7.19, the vast majority of Paterson residents, whether they own or rent their homes, are spending much more than 30% on housing costs. Over 70% of homeowners are spending greater than 30% of their monthly income, while over 65% of renters spend at least that much. Nearly 40% of renters in the City are spending more than half of their income on rent.

This indicates a general lack of affordably priced housing in the City, or at least, affordably priced for current residents that is. Given that the median household income in the City is \$34,000 annually, this should mean that the typical household can afford to spend as much as \$850 per month on housing costs, whether it be for rent or mortgage payments. With the majority of households spending such a high percentage of their income on housing costs, it is likely that many other necessities are being sacrificed in one way or another.

FIGURE 7.15

Selected Monthly Owner Costs (Units without a Mortgage)		
Units without a Mortgage		
	Number	Percent
Less than \$100	67	2.2%
\$100-\$199	33	1.1%
\$200-\$299	86	2.9%
\$300-\$399	64	2.1%
\$400 or more	2,739	91.6%
Median	\$964	
Totals	2,989	

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.16

Renter Occupied Units by Monthly Contract Rent		
Value Range	Number	Percent
Less than \$200	576	1.9%
\$200 to \$299	1,364	4.5%
\$300 to \$499	1,321	4.4%
\$500 to \$749	3,227	10.8%
\$750 to \$999	6,524	21.7%
\$1,000 to \$1,499	13,391	44.6%
\$1,500 or more	3,615	12.0%
Total	30,018	100.0%
No Rent Paid	636	-
Median Contract Rent	\$1,060	

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.17

Selected Monthly Owner Costs as % of Household Income (Units with a Mortgage)		
Costs	Number	Percent
Less than 20.0%	942	9.6%
20%-24.9%	757	7.7%
25%-29.9%	875	8.9%
30%-34.9%	808	8.2%
35% or more	6,470	65.7%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.18

Selected Monthly Owner Costs as % of Household Income (Units without a Mortgage)		
Costs	Number	Percent
Less than 10.0%	457	15.6%
10%-14.9%	517	17.6%
15%-19.9%	426	14.5%
20%-24.9%	269	9.2%
25%-29.9%	228	7.8%
30%-34.9%	161	5.5%
35% or more	877	29.9%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 7.19

Gross Rent as % of Household Income		
Costs	Number	Percent
Less than 10.0%	524	1.8%
10%-14.9%	1,694	5.9%
15%-19.9%	1,967	6.8%
20%-24.9%	2,487	8.6%
25%-29.9%	2,933	10.1%
30%-34.9%	2,820	9.8%
35%-39.9%	2,021	7.0%
40%-49.9%	3,047	10.5%
50% or more	11,415	39.5%

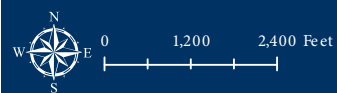
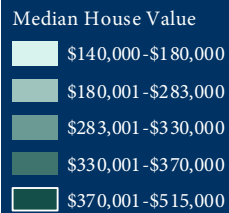
Source: 2007-2011 ACS 5-Year Estimates

There is a mismatch between the price of housing in the City, and what residents of the City can afford to pay for housing. The higher cost of housing may be due to several possible sources. There may be a mismatch in supply/demand for housing units in the City, with demand outpacing supply, prices would be driven up. However, with as many as 6,000 units vacant as of 2011, and relatively low numbers of building permits being issued, this seems to indicate that the issue may not be just a limited supply of housing. Other factors, such as high levels of subsidies, or high costs of construction/renovation may be driving up the market rate for housing in the City.

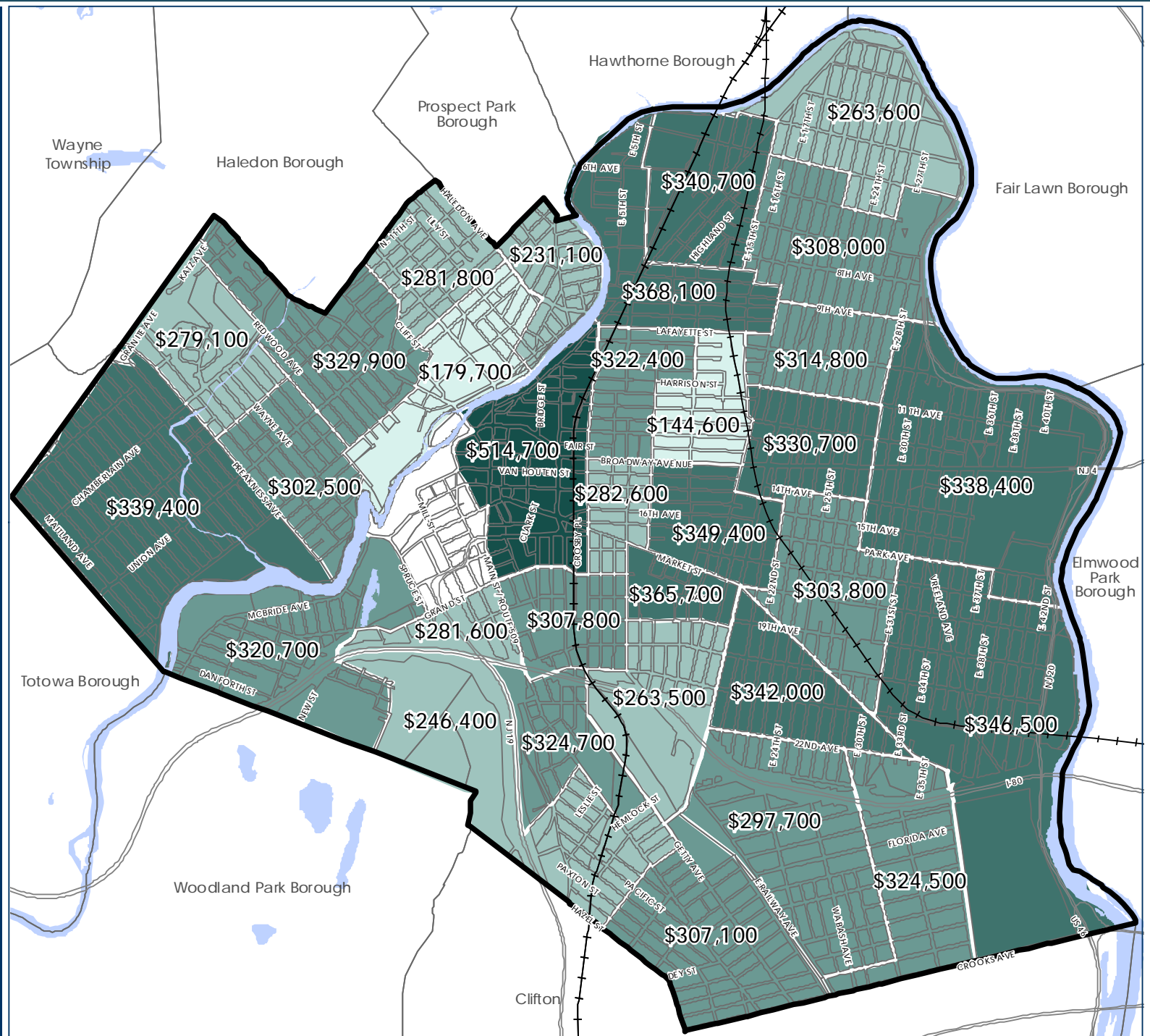
CITY OF PATERSON

Master Plan

Median House Value (Owner Occupied)



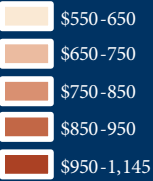
Source: NJGIN, NJDOT, NJDEP, NJ Transit,
American Community Survey 2007-2011
Census Tracts



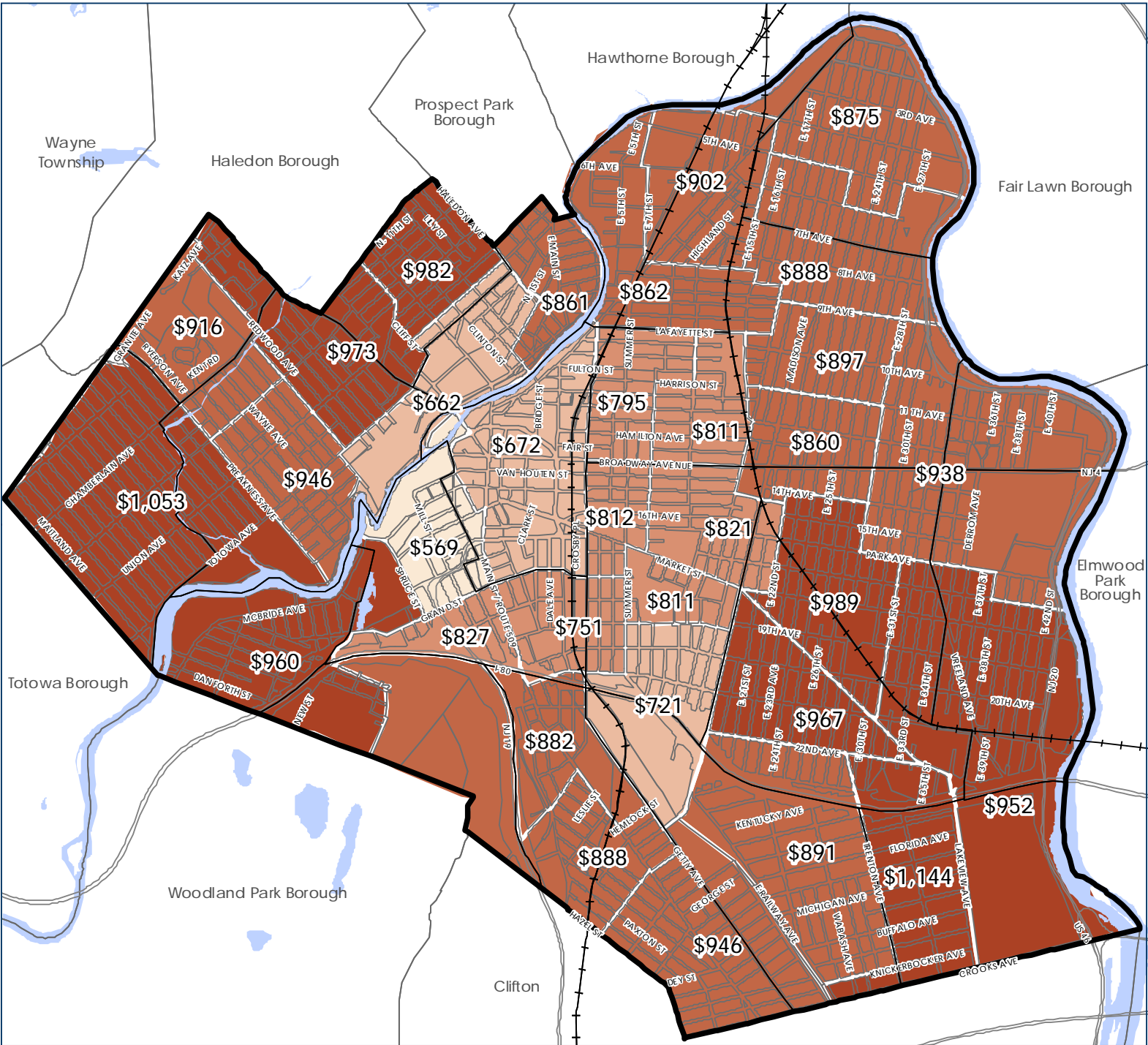
CITY OF PATERSON
Master Plan

Median Contract
Rent

Median Contract Rent



Source: NJGIN, NJDO T, NJDEP, NJ Transit,
American Community Survey 2007-2011
Census Tracts



Overall Housing Profile

When viewed as a whole, the typical household in the City of Paterson is low-income, has either children or senior citizens, and spends an unaffordable amount of their income on housing costs. The typical household also lives in a two family unit that is over 40 years old, and was likely constructed originally as a single family dwelling.

- Median household income \$34,000
- Median monthly rent \$1,060 (\$850/month would be affordability max) for median household income - \$200 monthly gap
- Median monthly home owner costs (including mortgage, insurance, utilities, taxes) \$2,450
- Typical household spends as much as 40-50% of income on housing costs (unaffordable)
- Typical household receives subsidies (food stamps/ SNAP, social security, retirement, TRA)
- Average Household size 3.24 persons
- 47% of households have children under the age of 18
- 72% of households have 1 or 0 vehicles
- 10% of households have no phone service
- Majority of housing units constructed prior to 1970 (80%)
 - Homes and apartments are old, and deteriorating
 - Yet, still unaffordable for the average Paterson household without subsidies
- Lengthy waiting list for affordable housing units or housing assistance programs

Anticipated Future Housing Needs

According to the projections of the North Jersey Transportation Planning Authority (NJTPA) done in 2006, the City of Paterson will have a population of 187,790 by the year 2035. This would represent a 28.4% increase from the City's 2010 population of 146,199 in only a 25 year span. It should be noted that the population count of the 2010 census was slightly less than the projected population.

If current household sizes were to remain constant, that would represent an additional +/- 12,800 new households to the City. Even if all 6,000 current vacant housing units were to be filled, that would still leave a prospective gap of +/- 6,800 housing units that would need to be constructed to meet this future need, not including any potential losses of existing units to fire or demolition. Although future households sizes may vary, and population projections are subject to change, this represents a significant need for housing in the City. And if future household incomes continue to remain stagnant, this will represent a great need for affordably priced housing as well.

Anticipated Future Employment in the City

According to the projections of the North Jersey Transportation Planning Authority (NJTPA), the City of Paterson is anticipated to have a 23% growth in employment, or approximately 10,000 new jobs in the City by the year 2030. This coincides with the anticipated population growth of +/- 30,000 people. Much of this future employment is expected to be located in the downtown area of the City, but some also will likely be within the City's existing industrial and commercial corridors outside the downtown.

FIGURE 7.20

Population Projections - Paterson, Passaic County, 2006-2035							
	2006	2010	2015	2020	2025	2030	2035
Paterson	148,985	151,228*	155,981	164,826	174,127	179,526	187,790
Passaic County	506,098	513,096*	524,693	546,640	573,210	594,239	609,000

Source: NJTPA Long Range Transportation Planning

*Actual 2010 Census Figures for 2010: Paterson (146,199) Passaic County (501,226)

Projections of City’s Housing Stock
in Six Years



FIGURE 7.21

Total Number of Housing Units		
1990	2000	2010
46,138	47,169	49,644

Source: US Census Bureau 1990, 2000, 2010 Decennial Census

According to building starts data from the NJ Department of Labor and the City Building Department, shown in the Housing Starts Table, there were building permits issued for 618 housing units between 2000 and 2009, as well as at least 226 legally converted dwellings (data for conversions prior to 2006 is unavailable). However, Census data indicates that the total number of housing units within the City increased by 2,475 units in that same time frame. While some of this discrepancy may be due to differences in data collection methods, it is likely that most of this difference is from the conversion of existing buildings into multi-family housing units. Where one structure may have previously been used as a single-family or two-family home, it may now be used as a three-family or four-family structure. Conversions of this kind would increase the total number of housing units, but may not necessarily be reflected in the housing starts data collected by the Department of Labor.

Forming a linear projection for the next 6 years based on the percentage of increase in housing units according to the Census would mean that an average of 248 new housing units will be created each year, giving a total of 1,488 new housing units in the City by the year 2019. If housing starts and building permit data from the Department of Labor and City Building Department are taken as an indication of the amount of new construction of units and legal conversions of existing units, it would mean that of those anticipated 1,488 new units, only 264

of those would be new construction, based on an average of 44 building permits per year in the past 6 years, while 23 units per year on average are legally converted, for 138 new dwelling units that way. These data suggest that many housing units have been illegally converted into multi-family structures. And if present trends continue and population projections are accurate, many more illegal conversions will likely be taking place to meet demand for inexpensive housing.

With the number of total households in the City expected to increase by approximately 12,800 households by 2035, this would mean that approximately 3,000 new households will be in the City in the next six years if the anticipated growth in linear. With 1,488 housing units expected to be produced if current trends continue, this represents a gap of nearly 1,500 units. If the pace of new housing construction and conversions is not increased, an increased demand for housing will likely increase the cost of living in the City, as rental costs will rise due to demand exceeding supply.

FIGURE 7.22

Housing Starts by Building Permit 2000-2013						
Year	Total	Single Family	Two-Family	3-4 Units	5 or More	Conversions
2000	71	65	2	4	0	-
2001	141	138	0	3	0	-
2002	36	36	0	0	0	-
2003	37	37	0	0	0	-
2004	7	7	0	0	0	-
2005	0	0	0	0	0	-
2006	131	9	115	5	2	62
2007	122	18	103	0	1	67
2008	54	7	44	0	3	96
2009	19	2	16	0	1	1
2010	38	11	16	0	11	4
2011	18	11	7	0	0	0
2012	10	4	1	3	2	1
2013*	14	5	2	2	5	1
Total	698	350	304	17	25	232

Source: NJ Department of Labor (2000-2005) City Building Department (2006-2013)

*2013 figures represent year-to-date housing starts as of May 2013

FIGURE 7.23

HUD Fiscal Year 2013 Regional Income Limits – Passaic County, NJ								
	Number of Persons in Household							
	1	2	3	4	5	6	7	8
Low (80%)	\$47,050	\$53,750	\$60,450	\$67,150	\$72,550	\$77,900	\$83,300	\$88,650
Very Low (50%)	\$31,850	\$36,400	\$40,950	\$45,450	\$49,100	\$52,750	\$56,400	\$60,000
Extremely Low (30%)	\$19,100	\$21,800	\$24,550	\$27,250	\$29,450	\$31,650	\$33,800	\$36,000

Source: US Department of Housing and Urban Development

Current Housing Resources

The Housing Authority of the City of Paterson (HACP) maintains and operates 992 low-rent public housing units in the City. The housing units maintained by the HACP are designated for individuals and families that have an income that is either extremely low, or very low, according to regional income limits established by HUD. The income limits established by HUD are reflective of percentages of the area median incomes for Passaic and Bergen Counties. Given that the average household in the City is over 3 persons, and the median household income in the City is \$34,000 annually, the majority of households in the City would fall within the 'Very Low' to 'Extremely Low' categories established by HUD for the region. Figure 7.23 shows the HUD regional income limits.

Most of the properties operated by the HACP are designated as senior residences, meaning that they are not only income restricted, but age restricted as well. These 992 low-rent public housing units are located throughout the City, in 8 different properties. As of July 2010, there were 1,022 families on the waiting list for either public housing or rental assistance from the Housing Authority. Of those families, 75% were in the 'Extremely Low' income category.

List of HACP residences:

- Riverside Terrace Family Residence (300 units)
- Nathan Barnert Senior Residence (96 units)
- Christopher Hope Residence (96 units)
- Dr. Andrew McBride Senior Residence (96 units)
- Canfield Plaza Senior Residence (100 units)
- Rev. William Griffin Senior Residence (100 units)
- Dr. Norman Cotton Senior Residence (112 units)
- Joseph Masiello Senior Residence (188 units)



The Heritage at Alexander Hamilton



Housing Authority

- 200 other units are part of coop programs with private developers

The Alexander Hamilton Residence's "Alabama Projects" as they were known, have been demolished. The 498 units previously at the site will be replaced with new development. The City has received \$18.4 million in a HUD HOPE VI Revitalization grant, with 271 new units proposed for construction in a mix of affordable and market rate townhouses. Phase I of the project has already been completed, with 80 units built. These units are a mix of affordable and market rate units, and also a mix of rental and affordable homeownership units.

Section 8 Voucher program – The Housing Authority also provides rental assistance to qualified households in the form of the Section 8 Voucher program that can be used in the private rental market. Section 8 Vouchers are direct subsidies for low and very-low income families through payments made to landlords. Funding for Section 8 housing vouchers comes from HUD, but is locally administered by the Housing Authority of the City. As of 2010, the Housing Authority issued 1,131 Section 8 vouchers to households in the City of Paterson. (2012 article states 2,057 vouchers worth \$22.2 million) Also, over 200 families on waiting list (which is closed) for Section 8 vouchers.

The Housing Authority of the City of Paterson, in addition to public housing and rental assistance, also provides the following services to residents:

- Homeownership counseling
- Foreclosure counseling
- FSS program (family self-sufficiency)

List of affordable housing sites/resources (As of 2010 5-Year Consolidated Plan):

- 1131 Section 8 Vouchers (outdated)

- 1647 Public Housing units (outdated)
- 2047 Affordable Housing units (where/how/This number is higher than what DCA lists)
- 273 HOME funded units (where?)
- 132 HOPWA Assisted units (where?)

PROPOSED AND COMPLETED AFFORDABLE UNITS

The Affordable Housing Chart shows the proposed and completed affordable housing units in the City as of 2011 according to figures provided by the State Department of Community Affairs. The majority of the City's affordable housing construction has come in 100% affordable developments, meaning that all of the units constructed are marketed as affordable units that are restricted to households of very low to moderate income.

Neighborhood Stabilization Program (NSP) – The NSP is another HUD funded housing program that has been used by the City to help upgrade its housing stock. The NSP is a grant offered by HUD as a part of the federal economic stimulus package to provide funding to renovate or rehabilitate housing in targeted urban areas that are particularly affected by vacancy, blight, and foreclosures as a result of the 2008 economic recession. The City of Paterson, through a partnership between the Department of Community Development, and the Housing Authority, has received \$2.2 million in grant money from NSP-1, portions of which have been used to acquire and rehabilitate vacant or foreclosed properties in the First Ward.

- 77 Arch Street (1 unit)
- 75 North First Street (2 units)
- 100 North Second Street (1 unit)
- 157 North Third Street (2 units)

FIGURE 7.24

Affordable Housing					
Project/Program	Mechanism	New Construction	Completed New	Rehab	Completed Rehab
Hawthorne RCA / Paterson Park	Supp/Special Needs	18			
Hawthorne RCA / Paterson Rehab	Rehab			5	
Paterson - 288 Rosa Parks Blvd	Inclusionary Development	33	33		
Paterson - Rising Dove Senior Apts	New Construction 100% Affordable	28	28		
Paterson - Sherman Avenue	New Construction 100% Affordable	8	8		
Wayne RCA / 206-208 Liberty Street	New Construction 100% Affordable	6	6		
Wayne RCA / 288 Rosa Parks	Inclusionary Development	12	12		
Wayne RCA / 63 Arch Street	New Construction 100% Affordable	2	2		
Wayne RCA / Alexander Hamilton	New Construction 100% Affordable	79			
Wayne RCA / Belmont Towers	New Construction 100% Affordable	42	42		
Wayne RCA / Godwin Towers	New Construction 100% Affordable	49	49		
Wayne RCA / Hamilton Square	New Construction 100% Affordable	68	68		
Wayne RCA / JP Affordable Housing	New Construction 100% Affordable	20	20		
Wayne RCA / MPM Associates	Rehab			26	26
Wayne RCA / Paterson Park	Supp/Special Needs				
Wayne RCA / Paterson YMCA	New Construction 100% Affordable	100	100		
Wayne RCA / Regan Task Force I	New Construction 100% Affordable	32	32		
Wayne RCA / Regan Task Force II	New Construction 100% Affordable	22	22		
Wayne RCA / Rising Dove Senior Apts	New Construction 100% Affordable	21	21		
Wayne RCA / Sams Place	New Construction 100% Affordable	19	19		
Wayne RCA / Sherman Avenue	New Construction 100% Affordable	14	14		
Wayne RCA / St. Lukes House of Mercy	Supp/Special Needs	9	9		
West Paterson RCA / New Beginnings	New Construction 100% Affordable	43	14		
Woodcliff Lakes RCA / Carroll St	New Construction 100% Affordable	7	7		
Woodcliff Lakes RCA / Silk City Apts	New Construction 100% Affordable	39	39		
Totals		671	545	31	26

- 91 Jefferson Street (2 units)

The City has also been awarded a \$1.1 million grant of NSP-3 funds, which will be used to rehabilitate housing on sites that are all located in the Fourth Ward of the City.

OTHER HUD RESOURCES

The City of Paterson is considered an “entitlement community” by the US Department of Housing and Urban Development, which qualifies the City for direct grant funding from HUD programs. HUD offers the following programs which have been used by the City to help revitalize neighborhoods and meet the housing needs of the population:

Community Development Block Grants (CDBG) – CDBG funds are provided for a range of housing and community development activities, but must meet one of the program’s objectives of benefiting low and moderate income families, preventing or eliminating blight, or addressing emergency needs. For Fiscal Year 2013, the City was allocated \$2,376,755 in CDBG funds.

Home Investments Partnership Program (HOME) – The HOME program provides grants to communities specifically for the development of affordable housing for low income households. HOME funds are awarded annually as grants to participating municipalities, in the form of trust funds. As of 2011, HOME funds had been used to help rehabilitate over 600 housing units in the City. HOME funds are required to be matched by the receiver municipality at a rate of 25 cents for every dollar of the grant. The Department of Community Development administers HOME grants in the City. For 2013, over 1 million dollars is available in HOME funds for the City.

Emergency Shelter Grants (ESG) – Emergency Shelter Grants are awarded by HUD with the intention of providing basic shelter and necessities to the homeless population. Grant money is provided to assist in operation of homeless shelters, or to individuals at risk of becoming homeless due to eviction or foreclosure. The City has used ESG funds to provide assistance to several non-profit organizations in the City to provide shelter and services to the homeless population. Approximately \$175,000 are available in 2013 for Emergency Shelter Grants.

Housing of Persons with AIDS (HOPWA) – HOPWA funds are provided by HUD to be used for a range of uses related to housing, and other support services for persons with AIDS. Through a consortium between Bergen County and Passaic County, the City’s Department of Community Development has administered HOPWA funds for 132 residents of the City as of 2011. For 2013, the City was allocated nearly 1.3 million dollars in HOPWA funds.

HOPE VI – HOPE VI is a Federal HUD funded program designed to transform distressed public housing in the United States through revitalizing the physical conditions of housing, improving the management of public housing, and providing needed social services to residents of public housing. HOPE VI funds are delivered in the form of revitalization grants that can be used for:

- Capital costs of rehabilitation
- Demolition of distressed public housing
- Acquisition of property for construction
- Community service programs associated with public housing

The City Housing Authority recently received over \$18 million in HOPE VI funds to revitalize the Alexander Hamilton Projects on Alabama Avenue.

STATE RESOURCES

The State of New Jersey Department of Community Affairs (DCA), Division of Housing and Community Resources provides several programs and administers federal funds to assist communities with their housing needs.

Homelessness Prevention and Rapid Rehousing Program (HPRP) – This is a HUD funded program that provides temporary financial assistance to households in jeopardy of becoming homeless, as well as to direct persons already experiencing homelessness to appropriate housing.

Low Income Home Energy Assistance (LIHEAP) – This is a program funded by the US Department of Health and Human Services that provides assistance to very low income families to help pay their heating and cooling bills.

Weatherization Assistance Program (WAP) – This is a US Department of Health and Human Services, and US Department of Energy jointly funded program that provides grants to low income, elderly, and disabled persons households to improve their heating and cooling systems, and increasing energy efficiencies in the home.

Live Where You Work– New Jersey Housing and Mortgage Finance Agency (HMFA) offers a program that provides resources and financial incentives to first time home buyers and other qualified individuals or families in targeted urban markets who wish to live in the same City where they work. Paterson currently has

Barriers to Creation of Affordable Housing

a number of people who commute to the City for work that could potentially be enticed to take up residence in the City as well.

The City has a great need for housing that is affordable to current and potential future residents. However, creating and maintaining housing at rates that are affordable to low-income populations is difficult for many reasons. Aside from the ability of potential residents to pay market rates for new construction, there are several other impediments that may create difficulties in the creation of affordable housing.

REGULATORY BARRIERS

- **Zoning** – Zoning regulations may impede housing if the permitted uses or bulk standards are too restrictive, or limiting in the size of a building or the number of units that may be constructed. In some residential areas of the City, zoning permits only single family or two family units. This is done primarily to protect the character and scale of these neighborhoods, as these neighborhoods were originally developed in the early to mid 20th century when the typical family in Paterson could afford their own home. However, conditions have changed and now the typical family cannot afford to purchase or rent a single family home, but perhaps only a unit in a multi-family structure. In these areas, such as the City's Fourth Ward, where incomes are lowest and affordable housing needs are the greatest, if multi-family housing is not permitted, a developer would need to seek variance relief from the Zoning Board in order to construct or convert new units. This adds time and cost constraints that make the provision of affordable housing more difficult. Adapting zoning regulations to allow for housing development to meet market conditions will help to encourage development of affordable housing. Zoning can also be a barrier to the production of housing when projects for development may not even be considered on a particular site that may otherwise be appropriate, if it is not permitted by the zoning code.
- **Parking** – Much like zoning can place restrictions

on the development of housing, excessive parking requirements also can pose a significant impediment to new construction or conversion of units. Requiring off-street parking imposes additional costs on a developer, which may make a project unfeasible if excessive. Currently, the City's parking requirements for residential developments do not necessarily reflect demand for parking in residential areas. The parking requirements for townhouses or multi-family structures in particular are high. A 3-bedroom townhouse requires 2.4 spaces per unit, and a 3-bedroom unit in a multi-family structure requires 2.1 spaces per unit. Considering that 73% of households in the City have only 1 vehicle or no vehicles, if more than 2 spaces per unit are provided, it is highly likely that at least 1 of those spaces will rarely, if ever, be used.

- **Building/Fire codes** – With many of the existing buildings and homes in the City being constructed many decades ago, a large percentage of buildings may not be compliant with the latest building and fire safety codes. Rehabilitation of older buildings and conversions of structures to multi-family homes requires that new units be compliant with the applicable codes. Bringing older structures up to current code compliance can be expensive.

ENVIRONMENTAL BARRIERS

- **Lead Paint** – One of the most troublesome issues in regards to rehabilitating older housing stock in urban areas is the remediation of lead paint present in the home. Lead based paint creates a serious health hazard for children as ingestion of chips of the paint can amount to lead poisoning. Prior to the banning of lead based paint in 1977, lead paint was commonly used in homes. With the City's older housing stock, lead paint may be present in many homes in the City. In order to provide a safe environment for residents, health risks posed by lead paint must be reduced.

Fair Housing Choice

However, remediation of lead paint in older buildings can prove to be a costly venture, as this typically requires that expert inspectors and risk assessors be brought in. In many cases, the costs associated with abatement of lead paint in older homes may prove to be prohibitive to a developer or property owner looking to rehabilitate an older home. Structures that may otherwise be renovated and occupied are left vacant due to the costs of lead paint remediation.

- **Known Contaminated Sites** – There are a number of sites currently identified by the NJ Department of Environmental Protection as being contaminated sites. Much like lead paint from older homes, any environmental contamination present on a site can require a costly remediation effort before any rehabilitation or new development can occur.

Fair housing choice is the ability of residents, regardless of their race, color, sex, religion, national origin, familial status, or disability, to have the same housing choices available to them as people of similar income levels. Fair housing essentially means a lack of discrimination in housing availability, that housing choice should be based on a resident's ability to pay for that housing, and a resident's search for housing is not limited in any way by any of the above listed criteria. The City of Paterson is required to be in compliance with the Fair Housing Act in order to receive and administer federal funding through the programs listed above, such as Community Development Block Grants.

As a part of compliance with the Fair Housing Act, the City, along with the State Department of Community Affairs, has recently completed a study which analyzes impediments to Fair Housing Choice in the City. The Analysis to Impediments (AI) Study included a review of the City's zoning ordinance and land use policies regarding housing, as well as an investigation into lending practices in the City by banks and other finance institutions, and a review of plans for administration of housing subsidy programs such as Section 8 vouchers. The Study identified the following impediments to Fair Housing Choice in the City, and analyzed their impacts on Fair Housing Choice:

- **Public Sector Factors**
 - Land Development Regulations and Development Standards
 - City Regulations
 - Taxes
 - Public Financing
 - Information dissemination

- **Private Sector Factors**
 - Lending
 - Private Financing
 - Foreclosure

The Analysis to Impediments Study found that there is very little evidence of any discrimination in housing in the City of Paterson. There is no evidence of unlawful segregation in the City and the City is in compliance with the Fair Housing Act.

Recommendations

1. **Adopt Revisions to the Land Development and Zoning Ordinance** - The following zoning changes are recommended to help encourage the development of housing to meet the needs of the current and anticipated future population (See Land Use Element for details)
 - a. Amend the 4th Ward Redevelopment Plan to permit multi-family housing in the STF-2 district.
 - b. Permit low-rise housing in B-4 downtown zone
 - c. Two family dwellings in the R-2 zone should be permitted to have a maximum height of 3 stories rather than only 2 1/2 stories.
2. **Adopt Crime Prevention Through Environmental Design Standards** - (CPTED) standards should be applied to all new projects anywhere in the City, and should be an integral part of all development review. (See Land Use Element for details)
3. **Address Vacant and Abandoned Properties** - Work to ensure that vacant/abandoned properties are upgraded, and if property owners do not respond to actions aimed at making improvements, acquire properties and sell to private market for rehabilitation or redevelopment. This will help create new housing units, and stabilize neighborhoods by reducing the probability of further property abandonment. (See Land Use Element)
4. **Increase Home Ownership Opportunities** - The City has a very low rate of home ownership. Home ownership is a very important indicator of neighborhood stability, as home ownership provides fewer turnovers of residents in a neighborhood, and provides owners with a potential source of wealth in their property. Owning a home also provides a greater sense of roots, or grounding to a particular community. It increases the personal interest that a household or family has in the greater good of that

community and increases the likelihood that an owner will maintain their home.

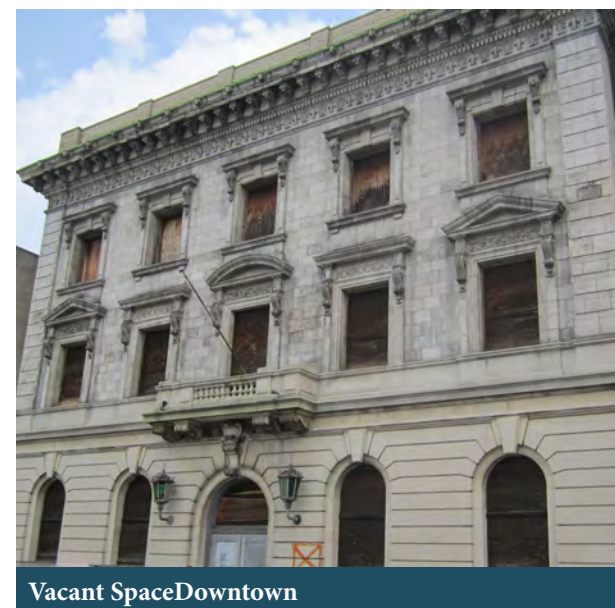
However home ownership can be very expensive. Even in Paterson where home values are generally lower than the surrounding area, most families cannot afford to make mortgage payments, pay insurance and property taxes, as well as pay for regular maintenance of the property and house. The City may need to provide assistance to first time home buyers. The assistance of many different groups and programs, and the forging of public/private partnerships with developers, in particular the local non-profit housing developers will also be necessary.

In addition to efforts to increase home ownership among existing residents, the “Live Where You Work” program offered by HMFA should be pursued and promoted to workers in the City who currently live elsewhere.

5. **Upgrade and Maintain Existing Affordable Housing Stock** - While there is a need for new construction of affordable housing, the existing affordable housing units will need to be retained. Any loss of existing affordable or public housing units will only increase the need for new construction.
6. **Secure Funding for Affordable Housing** - The City must support the Paterson Housing Authority's efforts to secure additional funds for subsidized housing from HUD.
 - a. HOME funds
 - b. CDBG funds
 - c. Section 8 vouchers
7. **Match Households in Need with Housing Resources** - The City should provide assistance to households



Converted Loft Apartments, Straight Street



Vacant Space Downtown



Mixed Income Housing, San Francisco CA



New Townhouse Construction, Paterson

seeking affordable or affordably priced housing to rent. The need for affordable housing is high, and existing resources for families in need should be matched with those that could benefit from those resources.

8. ***Increase the Supply of Affordable Housing Units***

– With a long waiting list for properties owned and operated by the Paterson Housing Authority, additional affordable units are needed to meet the demand.

- a. Increase the supply of affordable housing through both new construction and rehabilitation.
- b. Work with local non-profit developers and housing providers to develop new affordable housing units. The City has a number of non-profit groups that should be assisted in their efforts to provide affordable housing in the City.
- c. Recently, the model of constructing duplex affordable housing units has proven to be very successful. A two family structure is constructed and sold to one family, as both an affordable owner occupied property, and a source of rental income, as the owner is required to occupy one unit in the building, and is free to rent out the other unit. This provides both a source of new home owners in the community, and new rental properties that can be rented at reasonable rates due to the subsidized mortgage the owner is paying.

9. ***Encourage Inclusionary Housing*** – The City should encourage inclusionary affordable housing development rather than only 100% affordable housing developments. New market rate housing that includes affordable housing can help to decrease the concentration of poverty in certain areas of the City.

10. ***Increase Market Rate Housing*** – The City will also need to Increase the supply of market rate housing to meet future needs, and put pressure to reduce prices of market rate housing, in particular rental housing to more affordable levels for current and prospective future residents. Innovative housing types should be encouraged, as new construction of traditional homes and apartment buildings is generally not affordable to most residents of the City. Innovative housing types can also help provide a great amount of flexibility to meet the ever changing needs of the population.

- a. The City should consider permitting micro units. Micro-units are a recent trend in many larger cities where market prices of a typical apartment are unaffordable to many single residents, so studio apartments of 300 square feet or less are constructed and can be rented at an affordable market rate to singles. This type of unit would only be appropriate in areas that are highly served by public transportation, such as the Ward Street TOD area, to reduce the needs for off-street parking.
- b. Much like micro-units, residential hotels, or single room occupancy hotels (SRO) should be considered. Although these types of hotels at one point were generally associated with skid-row like conditions in urban slums, they can be an affordable option for many residents that can't afford, or do not desire a more traditional dwelling.
- c. Encourage development of “cooperative” housing complexes, ones which can meet the needs of low-income single parent households in particular by providing shared facilities. In these types of developments, individual residential units are generally small, and only include bedrooms and living rooms. Kitchens and laundry facilities are cooperatively shared, reducing the general costs for each

resident. These developments can also help foster community building, as residents share facilities.

- d. Luxury housing such as loft apartments and condominiums should be encouraged Downtown, especially near the Ward Street Train Station. This would help to attract some higher income residents to the City.

11. **Find Suitable Locations for Future Housing Construction -**

- a. Downtown – The upper floors of many existing buildings in the downtown area of the City are currently vacant, and are prime opportunities to be used to meet housing demand. This would be consistent with the goals of several other plans, including the Ward Street TOD plan which calls for greater residential uses in the downtown to help revitalize the area, as well as provide increased security, and encourage transit ridership. However, many of these spaces may require costly renovations in order to bring them up to code and have them legally converted to housing units.
- b. Vacant properties list – There are nearly 1,000 properties on the City’s vacant property list. If each were developed with a typical two-family structure, this would represent 2,000 new housing units. Although it may not be likely that all sites are developed this way, these vacant sites should be targeted as priorities for development, as they represent the best opportunity to transform liabilities into assets without disrupting the fabric of their neighborhood.
- c. Redevelopment areas – The city can acquire property in the Redevelopment Areas to be used for residential development. Properties that are both in a designated redevelopment area, and listed on the vacant properties list, should be prioritized for acquisition to be developed.

- d. Historic Mill Buildings – Historic mills and other vacant industrial structures can be converted to loft housing.

- e. See Land Use Element for Development Opportunity Sites

12. **Reduce Barriers to the Production of Housing –** In addition to encouraging housing development, removing regulatory barriers that inhibit the production of housing by the private market hinders the housing market in the City.

- a. Provide incentives to rehabilitate existing properties that may be cost prohibitive to make code compliant.
- b. Streamline and provide assistance for environmental mitigation, such as lead contamination in properties that make rehabilitation cost prohibitive.
 - Help contractors become trained and certified by the EPA in lead safe work practices.
 - Provide funding and financial assistance to developers willing to rehabilitate older homes to provide affordable housing.



Converted Apartment Units



Apartment Homes, Paris France



ECONOMIC DEVELOPMENT ELEMENT

Introduction

Paterson is poised to take a new direction in its economic development that returns the City to some of its traditional roots. The City has always been an economic engine for Passaic County and the northern New Jersey region, however its prominence and stature is not what it once was. The future in Paterson now appears bright as the City looks to build on the momentum of the Great Falls being designated as a National Park, and the increased attention to the City this will bring.

The City has the potential to be a leader in the 21st Century economy and attract businesses to bring new life to Paterson. Being the county seat of Passaic County, having the transportation infrastructure and regional access that the City does, a diverse and multi-cultural population, along with the Great Falls and historic architecture in the City, Paterson should be the destination in the region for dining, shopping, arts, and cultural attractions, and an industrial power. With increased activity and development around the Downtown and Great Falls areas, and St. Joseph's Regional Medical Center, the City can capitalize on these assets to help bring prosperity to every neighborhood in the City.

Economic Development is about building healthy communities through a vibrant economy. This includes job development and business growth, providing opportunities for social advancement, increasing the local tax base, as well as economic sustainability and self-sufficiency. Economic development is not purely about the growth of the economy, but is more aimed towards the growth of the well-being of the people of the City. The aim of economic development policy is to capitalize on relative strengths to attract investment in the City and improve quality of life.

This element is prepared in accordance of the NJ Municipal Land Use Law which states that an Economic Development Element may be prepared as an element of a municipal master plan. NJSA 40:55D-28.b(9) states:

“An economic plan element considering all aspects of economic development and sustained economic vitality, including (a) a comparison of the types of employment expected to be provided by the economic development to be promoted with the characteristics of the labor pool resident in the municipality and nearby areas and (b) an analysis of the stability and diversity of the economic development to be promoted.”

The purpose of the Economic Development Element is to provide an overview of the existing economic, business, and employment conditions in the City of Paterson, while also identifying potential strategies and opportunities to increase economic activity and employment in the City through planning and policy initiatives.



Alexander Hamilton



SUM Plant

Economic History

Paterson has a long tradition of economic development, dating back to the eighteenth century. In 1791, Alexander Hamilton's organization that tapped the Great Falls, called "The Society for Useful Manufactures" received incentives for economic development from the New Jersey State Legislature. This organization would provide power to manufacturing facilities for more than 150 years after its establishment. The City's progress in economic development, however, has shifted away from its origin in water and steam power, affecting Paterson's competitive position. Innovation rendered Paterson manufacturers obsolete and the physical spaces occupied by manufacturing companies have shifted over the course of years.

Changes in economic conditions and the associated development patterns have had a particularly wrenching effect on Paterson's economy since the 1960's. The advent of regional malls sapped the traditional retail base of the Central Business District as stores moved to suburban locations providing immediate access to major highways and an abundance of free parking. New, modern office buildings providing "a campus-like setting" replaced office space downtown. Modern technology made it easier for businesses to operate at remote locations and still communicate effectively. Industrial parks along interstate highways replaced the old multi-story structures offered in Paterson. These industrial parks provide the one-story industrial, flex, manufacturing, warehouse, and distribution space that buildings in Paterson once housed.

The most significant impact on the City's economy, however, was the gradual shift to a global economy. Manufacturers relocated their production facilities to places offering less expensive labor, a union-free work environment, and an advantageous tax structure. Paterson's traditional textile manufacturing not only exited the City, but it moved well beyond New Jersey and the continental United States. The national decline

of the manufacturing sector since the 1970's resulted in substantial loss in employment, population, and opportunity in Paterson.

Despite these setbacks, the City's government and business leaders have demonstrated the ability to adjust to change and to capitalize on Paterson's assets and advantages as a location for business. There are signs of recovery and rebirth. From 2009 to 2011, private sector employment increased in Paterson for the first time since 1970. During 2011, the increase in labor force participation was much larger than the increase in population, suggesting more people were returning to the workforce. These increases mark progress and provide a timely opportunity for the City to develop an economic identity, pursue economic development initiatives, and assume a more prominent position in the regional economy.

Economic Profile

EMPLOYMENT

As is shown in the Private Sector Employment Table, private sector employment in the City of Paterson had been in a steady decline since the 1960's until the past few years, with the City losing over 43% of its private sector jobs. Even with the 7.9% increase from 2009 to 2011, private employment in the City is still well below the levels it was in 1970, but the recent increase is an encouraging trend. It is important to note that these private employment statistics represent only private employers within the City of Paterson. This does not necessarily reflect the employment of Paterson residents, although the trends are similar, as discussed in the following section. It is also important to consider that these trends also follow a general pattern across the older industrial areas of the northeast, where manufacturing and industrial jobs have moved to locations where labor is generally cheaper. These declines in private employment are not unique to the City of Paterson.

When viewed by private industry sector, the recent employment trends do not all follow the general trends. Certain industries have seen significant declines, while others have grown dramatically. For example, manufacturing employment in the City has declined by 27%, while Administration and Waste Management employment nearly doubled. Other industries that experienced significant growth include Management, Arts and Entertainment, and Accommodation and Food Services. In addition to Manufacturing, Wholesale Trade, Transportation and Warehousing, Finance, and private Educational Services all experienced greater than 10% employment losses.

Aside from the general trends of employment figures, what the data also show is that a few key industries make up the bulk of private employment in the City. Even with a 27% drop in employment levels, manufacturing is still the second largest private employment industry in the City behind Healthcare. Healthcare, Manufacturing, Retail, and Administrative Support and Waste Management together make up over 66% of all private employment in the City. In general, employment figures for Paterson are proportionally similar to those of Passaic County in the same time period. However, retail trade makes up a much greater share of Passaic County employment than it does in the City of Paterson. This is likely from the larger retail businesses such as Wal-Mart or Target that are located in other municipalities in the County, but not in Paterson. Compared to the County, Paterson has a much greater proportion of employment in the healthcare industry, which is due to St. Joseph's Regional Medical Center, which is the largest private employer in Passaic County.

FIGURE 8.1

Private Sector Employment 1970 to 2011

City of Paterson

Year	Employment	Change	
		Number	Percent
1970	50,924	--	--
1975	42,735	-8,189	-16.1
1980	40,595	-2,140	-5.0
1985	34,837	-5,758	-14.2
1990	34,568	-269	-0.8
1996	31,379	-3,189	-9.2
1999	30,829	-550	-1.8
2006	27,934	-2,895	-9.4
2009	26,634	-1,300	-4.7
2011	28,727	2,093	7.9

Source: NJ Department of Labor; NJ State Data Center

FIGURE 8.2

Private Sector Employment by Industry, 2002 to 2011

City of Paterson and Passaic County

Industry Sector	City of Paterson				Passaic County			
	2002	2011	Change		2002	2011	Change	
			Number	Percent			Number	Percent
Agriculture, Forestry, Fishing and Hunting	2	0	-2	-100	88	107	19	21.6
Mining, Quarrying, and Oil and Gas Extraction	0	1	1	100	171	110	-61	-35.7
Utilities	22	0	-22	-100	783	747	-36	-4.6
Construction	1,550	1,464	-86	-5.5	8,502	6,361	-2,141	-25.2
Manufacturing	7,141	5,195	-1,946	-27.3	27,132	19,912	-7,220	-26.6
Wholesale Trade	2,130	1,861	-269	-12.6	11,008	9,444	-1,564	-14.2
Retail Trade	2,643	2,689	46	1.7	25,617	25,756	139	0.5
Transportation and Warehousing	1,082	634	-448	-41.4	5,163	3,947	-1,216	-23.6
Information	416	290	-126	-30.3	2,618	2,872	254	9.7
Finance and Insurance	775	388	-387	-49.9	6,627	6,127	-500	-7.5
Real Estate and Rental and Leasing	386	385	-1	-0.3	2,142	2,386	244	11.4
Professional, Scientific, and Technical Services	875	943	68	7.8	8,251	7,446	-805	-9.8
Management of Companies and Enterprises	51	56	5	9.8	5,046	5,682	636	12.6
Admin & Support, Waste Mgmt and Remediation	1,313	2,540	1,227	93.5	12,123	11,706	-417	-3.4
Educational Services	164	133	-31	-18.9	2,005	2,114	109	5.4
Health Care and Social Assistance	8,249	8,789	360	4.3	21,245	18,590	-2,655	-12.5
Arts, Entertainment, and Recreation	52	81	29	55.8	1,025	998	-27	-2.6
Accommodation and Food Services	1,219	1,506	287	23.5	8,153	9,728	1,575	19.3
Other Services (excluding Public Administration)	1,427	1,772	345	24.2	5,371	6,170	799	14.9
Totals	29,497	28,727	-770	-2.6	153,070	140,203	-12,867	-8.4

Source: US Census, On the Map LEHD Data, Work Area Profile Analysis, All Private Jobs.

Approximately 30% of all employment in the City comes from the public sector, which has shown substantial growth since 2002. Only the Transportation sector, which is relatively small in comparison to other public sectors, did not see growth in this time period. The largest sector of non-private employment in the City is the educational services sector, which encompasses school teachers and administrators. Public Administration is also a significant source of employment in the City with over 4,400 jobs as of 2011. This would make it the fourth largest employment sector according to Census Data. This is likely due to Paterson being the County seat. A substantial portion of those jobs are likely made up of County positions.

FIGURE 8.3

Non-Private Sector Employment 2002 to 2011

City of Paterson

Industry	Year		Change	
	2002	2011	Number	Percent
Transportation and Warehousing	350	274	-76	-21.7
Educational Services	6,032	6,615	583	9.7
Health Care and Social Assistance	964	1,237	273	28.3
Public Administration	2,880	4,483	1,603	55.7
Totals	10,226	12,609	2,383	

Source: US Census Bureau On the Map LEHD Data, Work Area Profile Analysis

Basic Industries Analysis

The data from the U.S. Census Bureau's On the Map database, when compared with State Department of Labor data indicates that there are six 'basic' industries in Paterson. These are industries where employment is currently higher in Paterson proportionally, than it is in other parts of the State of New Jersey. This indicates that Paterson is likely exporting the goods and services of these industries, or that these industries are bringing in money from outside the City. They are referred to as 'basic', because they make up the overall economic base of the City, and provide potential for growth. These are the industries where Paterson is comparatively stronger than the rest of the State. The following is a brief analysis of the relative strengths of each of these six basic industries:

MANUFACTURING

Despite the continued loss of manufacturing employment in Paterson, this sector continues to be a significant component of the City's economic structure. With over 5,000 jobs in the City, it still remains the second largest private sector source of employment in the City. Passaic County has seen similar declines in manufacturing employment, however both Paterson and the County have a greater share of manufacturing employment than the rest of the State, making it a relative strength for the region.

Even with the losses in both the City and the County, manufacturing has the potential to remain a regional strength for some time. While many of the original factories may be outdated by today's industry standards, much of the infrastructure for manufacturing remains in place in the City and can be adapted to meet the needs of some light manufacturing industries. In particular, food manufacturing, chemical manufacturing, and textiles are all industries that may still be suitable for Paterson to attract.



Manufacturing in Paterson



Healthcare Industry



ADMINISTRATION, SUPPORT, WASTE
MANAGEMENT, AND REMEDIATION SERVICES

This sector includes jobs in establishments performing routine support activities for the day-to-day operations of other organizations. Activities include such services as office administration, hiring and placing of personnel, travel arrangements and services, document preparation and similar clerical services, security and surveillance services, cleaning, and waste disposal services. Private employment in this sector nearly doubled in Paterson from 2002 to 2011, increasing from 1,313 to 2,540 private sector jobs. While it is unlikely that employment in this industry will double again in the next decade, with a projected increase in population there will be increased demand for these types of services.

RETAIL TRADE

Private employment in Retail Trade remained relatively stable in Paterson from 2002 to 2011, with the highest number of jobs at 2,780 in 2010 and the lowest at 2,323 in 2004. Overall, there was modest growth of 1.7 percent from 2002 to 2011. For Paterson, Retail Trade has the third highest concentration of private employment and, as a stable sector of the local economy, remains significant to the City’s economic position. Enhancing opportunities in Retail Trade has the potential to improve quality of life in the City, as well as create local jobs for Paterson residents.

While Retail Trade is considered a basic industry in Paterson when compared to the State, regionally it is not necessarily a great strength, as the County as a whole has a stronger retail sector than the City. While Retail Trade may be somewhat of a strength for the City, it also may be losing retail dollars to other locations in the County.



FIGURE 8.4

Estimated Retail Supply and Demand, 2012			
City of Paterson			
Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Total Retail Trade	\$547,696,769	\$645,924,987	-\$98,228,218
Total Food & Drink	\$87,428,481	\$63,122,691	\$24,305,790
Total Retail Trade and Food & Drink	\$635,125,250	\$709,047,678	-\$73,922,428

Notes: Total Retail Trade excludes Motor Vehicle & Parts Dealers and Gas Stations. Retail Gap (negative number) indicates that retail sales exceed the estimated demand generated by residents of Paterson.

Source: ESRI, Retail Market Place Profile, 2012.

The Estimated Retail Supply/Demand Table represents data from Environmental Systems Research Institute (ESRI), a geographic information systems (GIS) software company and geodatabase management company for estimates regarding retail sales potential in the City of Paterson.

The estimates from ESRI indicate that in terms of general retail trade, Paterson is over retailled, or has more retail sales in the City than the income of the population would suggest. This retail potential figure is calculated based on an estimate of the disposable income of the population after typical housing and basic transportation costs are subtracted from income ranges in the area. While this is just an estimate of gross retail sales, this does not indicate the quality of the retail products and services being sold. This does not necessarily indicate that all retail demand generated by City residents is being met. Further analysis suggests that retail industries such as clothing stores and department stores are attracting dollars from Paterson residents to other locations. This is likely due to the presence of larger regional malls in places like Paramus. The City has recently attracted home improvement big box retailers Lowe's and Home Depot which have brought in retail sales to the City. Paterson may be able to capture some of the lost department store retail dollars by attracting a major retailer such as Target within its boundaries.

The ESRI estimates also suggest that there is unmet demand in the City for food and drink establishments such as restaurants. The City does possess a number of small restaurants and fast food or take-out restaurants in its commercial corridors, though fine dining and casual sit-down restaurants are generally lacking. Like clothing, there are a large number of national chain restaurants that are located on larger commercial corridors outside of the City near the shopping malls that may be attracting Paterson residents. Some of these dollars could potentially be recaptured, and new dollars brought into the City through the establishment of new dining options in the City.

CONSTRUCTION

The Construction industry in Paterson, while seeing a small decline in employment, remains a strong industry that could potentially see greater growth in the future. Of course, the construction industry is dependent primarily on the growth of other industries fueling new construction projects. While the City of Paterson does not have vast stretches of vacant land to build upon, infill development is anticipated, as is significant renovations to roadways, bridges, and utilities. These types of projects should keep the construction industry relatively stable in the coming years.

WHOLESALE TRADE

Wholesale Trade is another industry that saw a modest decline in the past decade, yet still remains relatively strong within Paterson. Wholesaling is an intermediate step, or middle man between manufacturers or producers of goods, and the ultimate consumers of goods. Wholesalers generally sell goods to other retail or service businesses and are not open to the general public like a typical retail store is. These operations typically take place in a warehouse and wholesale businesses require access to major transportation routes to deliver the mass quantities of goods they sell. Paterson, being located on Interstate 80 and other major transportation routes, and having warehouse space, is a prime location for wholesale trade. Even though wholesale warehousing establishments typically do not employ large numbers of people, they can be a significant contributor to the economy of the City.



New Construction on South Main Street



Medical Industry Development

HEALTH CARE AND SOCIAL ASSISTANCE

Health Care and Social Assistance is by far the largest private industry in the City of Paterson. Fueled primarily by St. Joseph's Regional Medical Center, which is the largest employer in both the City and the County, healthcare has seen steady growth as an industry in the City. St. Joseph's is the largest hospital in the region, and provides a full range of services to patients from general care, to emergency trauma care, to cancer treatments, and pediatrics. With St. Joseph's Regional Medical Center being located in South Paterson, people from throughout northern New Jersey come to Paterson for their healthcare needs.

St. Joseph's Regional Medical Center has recently been undergoing several significant renovations and expansions. The expansions are a part of the 2005 Master Facilities Plan for the Medical Center which was to be implemented in four phases.

- Phase I – New ambulatory care center and surgical suite renovations (completed)
- Phase II – Demolition of 100 Hospital Plaza, construction of new hospital lobby and conference center (completed)
- Phase III – Construction of a new critical care building, 88 treatment areas, 56 patient rooms, rooftop helipad (completed)
- Phase IV – Renovation of emergency department (on-going)

The Children's hospital has also been renovated, and a new lobby has been constructed that includes a 256 seat conference center. A new café and gift shop have also been added near the lobby. The hospital has also recently completed construction of a 1,122 space parking garage

just outside the lobby, which will help solve any parking issues with the expanded hospital use.

Perhaps the most significant recent development regarding the hospital is the awarding of a \$105 million transit hub tax credit to help construct a hotel adjacent to the hospital on Main Street in South Paterson. The New Jersey Economic Development Authority (EDA) awarded the tax credits to this project in December 2013 to build a 17-story, 132 room hotel along with conference space and an additional 189 parking spaces. This investment in the City can bring a number of economic and employment opportunities to the City, in addition to being the only hotel in the City once complete.

With the proposed new hotel, and the expanded St. Joseph's Regional Medical Center, there is opportunity for several complementary industries to capitalize on these investments. Businesses that provide services to the hospital or to healthcare workers should thrive in the area, as should retail and food service establishments that would cater to visitors to the hospital as well as its staff. The City should expect to see growth in all healthcare related industries in the future.

OTHER SERVICES

Other Services is a catch-all phrase intended to include all services not identified in one of the other industry sectors. This can include personal service businesses such as dry cleaners, funeral homes, or pet care, or services such as equipment repair shops. Growth in these industries is anticipated to be relatively small.

Other Industries with Growth Potential

ACCOMMODATION AND FOOD SERVICES

Although this sector is not basic to the City of Paterson, with Great Falls recently designated as a National Park, Paterson is in a unique position to capitalize on local and regional tourism by attracting additional businesses, in particular restaurants and other establishments. Establishments that speak to Paterson's history and aspects of the City's local character, or "flavor" could help to expand tourism and enhance the experience of visiting the Paterson Great Falls National Historical Park. Also, mentioned previously in the retail estimates from ESRI, significant leakage in food and drink establishments means that there may be ample expenditures by Paterson residents alone to support additional restaurants and food service businesses.

HISTORIC TOURISM, ARTS & RECREATION

The Paterson Great Falls National Historical Park will undoubtedly bring an increase in historic tourism to the City. It can also help to potentially bring an entirely new industry to the City in recreational tourism. Some of the options within the proposed General Management Plan for the Paterson Great Falls National Historical Park include outdoor recreation as a significant component of the park in addition to viewing platforms for the Falls or preservation of the industrial history of the area. This represents a unique opportunity for outdoor recreation in a National Park within an urban setting. Interpretive art is also proposed to be a significant feature of the Park and its surroundings. The City can capitalize on these unique opportunities as well.

URBAN AGRICULTURE

Agriculture as an economic industry is relatively non-existent currently in the City of Paterson. With the relatively low start-up costs associated with small urban gardens and community farming operations, along with the low level of skill required of the labor force, urban agriculture could be a potential fit for many areas of the City not likely to attract other employment generating industries.

EDUCATION

With 32 elementary schools, 10 high schools, and a number of private charter and alternative schools in the City, and those numbers anticipated to grow, education should continue to be a major industry in the City. With over 6,600 employees in this field, this number should only grow in the future.



Local Restaurant



Public School #9

FIGURE 8.5

Major Employers in Paterson 2013

Private Employers

City of Paterson

Employer	Employees at Location	NAICS	Industry
St Joseph's Regional Medical Center	+/-4,000	62	General Medical & Surgical Hospitals
CWA Local 1081	700	81	Labor Unions & Similar Labor Organizations
Homecare Options	400	62	Home Health Care Services
Crown Roll Leaf, Inc.	300	32	Commercial Printing (Except Screen & Books)
Dismas House For Drug Rehabilitation	300	62	Vocational Rehabilitation Services
Great Falls Healthcare	300	62	Nursing Care Facilities
Straight & Narrow, Inc.	300	99	Catholic Charities Organization
Passaic County Community College	240	61	Colleges, Universities & Professional Schools
Lending Tree	200	52	Consumer Lending
NALC	200	81	Labor Unions & Similar Labor Organizations
RCC Builders & Developers, Inc.	200	23	Commercial & Institutional Building Construction
Sealy Mattress Corp	150	33	Mattress Manufacturing
Tri-County Youth Services	130	62	Other Individual & Family Services
YMCA	120	62	Child & Youth Services
Yankee Linen, Inc.	110	81	Linen Supply
K & S Transportation	101	41	All Other Transit & Ground Passenger Transportation
Lipo Chemicals, Inc.	100	54	Marketing Consulting Services
Mivila Foods	100	44	Supermarkets/Other Grocery (Exc. Convenience)
New Jersey Community Development	100	62	Other Individual & Family Services
Singer New York LLC	100	42	Other Commercial Equipment Merchant Wholesalers
Ultimate Textile	100	42	Home Furnishing Merchant Wholesalers

Source: Reference USA, NJ Department of Labor

Major Private Employers in Paterson

The largest private employer in the City of Paterson is St. Joseph's Regional Medical Center with approximately 4,000 employees. This is the City's only employer with over 1,000 private jobs. Based on the list of major private employers in Figure 8.5, it is clear that Health Care and Social Services is a prominent sector in the City. Other nursing and rehabilitation facilities, home care services, and physicians' offices, of which seven are listed in the table, each employ a range of 100 to 400 workers. Other major industries with large single employers include industrial manufacturing companies.

EMPLOYMENT PROJECTIONS

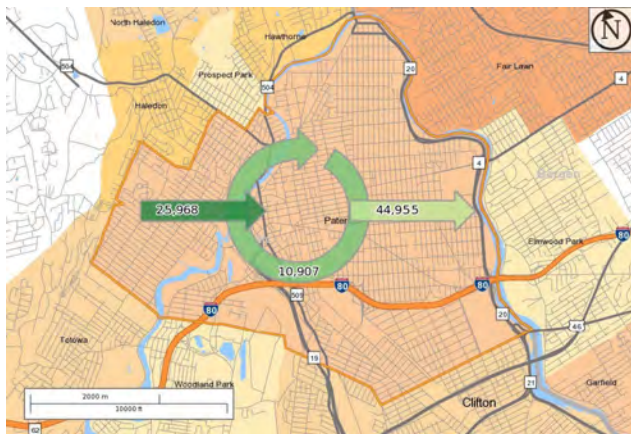
The long-term industry employment projections by the New Jersey Department of Labor and Workforce Development (NJDLWD), show employment in New Jersey increasing 7.7 percent from 2010 to 2020. Employment growth is also projected in Passaic County, but increasing a more modest 5.5 percent from 2010 to 2020. Although the number of jobs in the County is predicted to increase, Passaic is expected to be one of the four slowest growth counties in New Jersey during the ten-year time frame. This is largely due to the significant projected loss of private manufacturing employment.

According to the projections of the North Jersey Transportation Planning Authority (NJTPA), the City of Paterson is anticipated to have a 23% growth in employment, or approximately 10,000 new jobs in the City by the year 2030. Much of this future employment is expected to be located in the downtown area of the City, but some also will likely be within the City's existing industrial and commercial corridors outside of downtown. While NJTPA does not forecast which specific industries these new jobs may be created in, it is likely that they will fall into the industries discussed above.

EMPLOYMENT INFLOW AND OUTFLOW

According to data from the U.S. Census Bureau's On the Map database, there are 25,968 workers who come to the City on a regular basis for their primary job, while there are 44,955 workers who leave the City for their primary job as of 2011, the latest year that this data is available. Given that there are over 40,000 jobs in the City, this represents that approximately 65% of all of the employment in the City of Paterson is taken by people who do not live in Paterson, but commute in from elsewhere.

FIGURE 8.6



Source: U.S. Census On the Map LEHD database 2011

The Places of Work and Places of Residence Charts identify where Paterson residents are working, and where Paterson workers are living, as of 2011. Approximately 20% of Paterson residents who are employed work within the City of Paterson, which means that 80% of the City's employed residents work outside of the City. The chart below shows that Paterson residents work all over the northern New Jersey and New York City metropolitan region, with over 50% working in "all other locations". Somewhat surprisingly, only 2.7% of residents work in New York City, and 2.1% work in Newark, which are the two largest sources of employment in the region.

FIGURE 8.7

Places of Work, Paterson Residents		
2011		
	Number	Percent
All Workers	55,862	100
Paterson, NJ	10,907	19.5
Paramus, NJ	2,147	3.8
Clifton, NJ	1,911	3.4
Hackensack, NJ	1,788	3.2
Totowa, NJ	1,641	2.9
New York City, NY	1,453	2.6
Newark, NJ	1,123	2.0
Passaic, NJ	1,082	1.9
Fair Lawn, NJ	838	1.5
Elmwood Park, NJ	682	1.2
All Other Locations	32,290	57.8

Source: US Census Bureau, On the Map LEHD Data, All Primary Jobs

For those people who work in Paterson, 29% also live in the City. The only other two locations where over 1,000 City workers reside are Clifton, the City's neighbor to the south, and New York City. Somewhat surprisingly, relatively few of the workers in the City who do not live in the City, also do not live in neighboring municipalities such as Haledon, Fair Lawn, or Woodland Park. Over half of the people who work in Paterson reside in "other locations" not identified by the Census data.

FIGURE 8.8

Places of Residence, Paterson Workers		
2011		
	Number	Percent
All Workers	36,875	100
Paterson, NJ	10,907	29.6
Clifton, NJ	1,953	5.3
New York City, NY	1,049	2.8
Passaic, NJ	922	2.5
Newark city, NJ	642	1.7
Hawthorne, NJ	554	1.5
Garfield city, NJ	456	1.2
Haledon, NJ	459	1.2
Woodland Park, NJ	428	1.2
Fair Lawn, NJ	404	1.1
All Other Locations	19,101	51.8

Source: US Census Bureau, On the Map LEHD Data, All Primary Jobs

What these data demonstrate is that there is a spatial mismatch between where people live and where people work. This is not unique to Paterson, as the modern economy scatters jobs and workers all around a region. Employers can look beyond their immediate surroundings for employees, and workers can look further for potential employment. However, this also presents an opportunity to close some of this gap between where people live and where they work. Perhaps there are some businesses that have large numbers of workers from Paterson that could relocate to the City, or some of the workers in the City who live elsewhere could move to the City to reduce their commute.

Labor Force Profile

The following section is a brief analysis of the labor force of the City of Paterson. The labor force differs from the employment in the City discussed above in that employment in the City does not necessarily reflect the labor force. People who work in the City do not necessarily live in the City, and people who live in the City and are employed, may not work in the City. The labor force is identified as those residents in the City who are either employed or actively seeking work and are at least age 16 or older. The labor force does not include children, retirees, the disabled, or anyone else not actively seeking work for any reason. As discussed above, there is some overlap between the employment in the City of Paterson, and Paterson residents who are employed, but they are different statistics to consider.

Overall, the labor force in the City of Paterson is at a competitive disadvantage when compared to residents of other municipalities in the region, but the gap is becoming narrower as the City makes strides to improve. Unemployment is high, but has been trending down recently. Formal education levels are low, but have been steadily increasing as residents achieve more. Income from employment is also low, however there is opportunity for growth. The dynamics of the labor force are fluid, and are trending upwards with potential to become a strength in the future for the City.

LABOR FORCE TRENDS

As the data in the Labor Force Trends Table show, the size of the labor force in the City of Paterson has remained stable from 2000 to 2012. The table also shows similar trends in the labor force in both Passaic County and the State. New Jersey Department of Labor and Workforce Development projections indicate that the civilian labor force will continue to grow through 2030. Although the State's labor force is projected to grow by over eight percent through 2030, growth in Passaic County during the same time frame is expected to be far lower, only one percent.

FIGURE 8.9

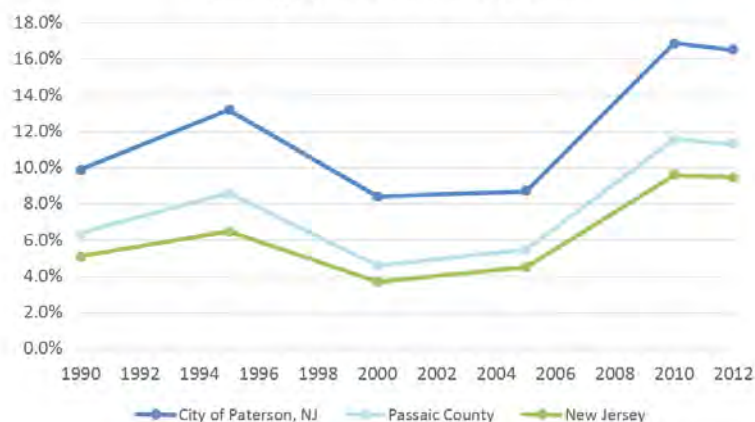
Labor Force Trends, Selected Years from 2000 - 2012

City of Paterson						
					Change	
					2000 - 2012	
	2000	2005	2010	2012	Number	Percent
Labor Force	60,079	58,326	60,315	60,839	760	1.3
Employed	55,059	53,269	50,150	50,821	-4,238	-7.7
Unemployed	5,020	5,057	10,165	10,018	4,998	99.9
Unemployment Rate	8.40%	8.70%	16.90%	16.50%		
Passaic County						
Labor Force	236,206	235,518	244,469	246,789	10,583	4.5
Employed	225,394	222,610	216,079	218,970	-6,424	-2.9
Unemployed	10,812	12,908	28,390	27,819	17,007	157.3
Unemployment Rate	4.60%	5.50%	11.60%	11.30%		
New Jersey						
Labor Force	4,287,800	4,404,500	4,548,500	4,595,500	307,700	7.2
Employed	4,130,300	4,207,700	4,111,200	4,159,300	29,000	0.7
Unemployed	157,500	196,700	437,300	436,200	278,700	177
Unemployment Rate	3.70%	4.50%	9.60%	9.50%		

Since 2000, the employed labor force has decreased in the City of Paterson and Passaic County and unemployment has increased and at a faster pace. Between 2000 and 2012, the employed labor force in Paterson decreased 7.7 percent, while the number of unemployed people doubled. The decline in employment in Passaic County was much more modest, but the increase in the number of unemployed civilians in the labor force increased over 150 percent. The increase was even more significant for the State of New Jersey. The unemployment rate in Paterson has mirrored that of the County and the State, albeit always being greater, but still following the same

trends of ups and downs which accompany the peaks and recessions of the national economy. The unemployment rate in the City peaked at 16.9% in 2010, the height of the latest economic recession.

FIGURE 8.10
Unemployment Rate 1990-2012



INDUSTRY OF EMPLOYED RESIDENTS

Figure 8.11 indicates the industries that employ Paterson residents. Overall, the industries where Paterson residents are employed are very similar to the industries that are prevalent in the City of Paterson. Based on the Census 'On the Map LEHD' data on all jobs by sector, the largest percentage of Paterson residents work in the Health Care and Social Assistance sector, which employs 18.0 percent of the City's employed workers, or over 10,000 people. This sector also employs the largest percentage of Passaic County and New Jersey residents, 14.3 percent and 14.7 percent, respectively.

Healthcare employment is strong for residents of Paterson and Passaic County due to the presence of St. Joseph's Medical Center in both Paterson and Wayne. For New Jersey, Health Care is a key industrial cluster, and added more jobs during 2012 than all other sectors combined. Between 2002 and 2011, Health Care and Social Assistance was one of seven industry sectors in Paterson with an overall increase in the number of employed residents.

FIGURE 8.11

Industry of the Employed Resident Population, 2011

City of Paterson, Passaic County, and New Jersey

	City of Paterson		Passaic County		New Jersey	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing and Hunting	42	0.1	228	0.1	7,591	0.2
Mining, Quarrying, and Oil and Gas Extraction	16	0	71	0	1,369	0
Utilities	151	0.3	1,003	0.5	20,684	0.5
Construction	1,489	2.7	7,526	3.4	134,154	3.4
Manufacturing	6,693	12	21,248	9.7	253,666	6.3
Wholesale Trade	3,266	5.8	14,238	6.5	218,724	5.5
Retail Trade	7,771	13.9	28,586	13	454,462	11.4
Transportation and Warehousing	2,527	4.5	8,482	3.9	159,546	4
Information	813	1.5	4,866	2.2	105,728	2.6
Finance and Insurance	1,501	2.7	9,787	4.5	228,256	5.7
Real Estate and Rental and Leasing	849	1.5	3,701	1.7	66,351	1.7
Professional, Scientific, and Technical Services	1,973	3.5	14,254	6.5	333,466	8.3
Management of Companies and Enterprises	993	1.8	5,730	2.6	86,994	2.2
Admin & Support, Waste Mgmt and Remediation	5,381	9.6	15,266	7	234,613	5.9
Educational Services	3,796	6.8	20,170	9.2	415,246	10.4
Health Care and Social Assistance	10,034	18	31,442	14.3	587,419	14.7
Arts, Entertainment, and Recreation	515	0.9	2,606	1.2	62,993	1.6
Accommodation and Food Services	3,962	7.1	13,738	6.3	288,904	7.2
Other Services (excluding Public Administration)	1,980	3.5	7,519	3.4	136,437	3.4
Public Administration	2,110	3.8	8,817	4	199,853	5

Source: US Census, On the Map LEHD Data, Home Area Profile Analysis, All Jobs

By numbers of employees, Retail Trade had the second largest number of employees in Paterson while the Manufacturing sector was the third largest. These same three industry sectors also are the leaders in Passaic County, and the order is the same. While the numbers and percentages are not identical, the three largest employers of Paterson residents by industry sector are also three of the largest sectors of employment within the City, even though most City residents do not work in Paterson.

INCOME FROM EMPLOYMENT

Figure 8.12 illustrates the range of wages of workers in the City and City residents who work elsewhere. While it does not distinguish between those who live in the City and those who do not, it does indicate that a higher percentage of employed residents are earning less than \$3,300 per month than workers employed in the City in general. This would appear to indicate that of the people who work in the City and earn greater than \$3,300 per month, or more than \$40,000 annually, most do not live in the City, but choose to live elsewhere. This particular segment of the workforce would be advantageous for the City to attract, the higher income earners that would support local businesses.

FIGURE 8.12

Income from Employment 2011		
Paterson Residents and Workers Employed in the City		
	Percent of Employed Residents	Percent of Workers Employed in Paterson
< \$1,250 per Month	24.4	23.6
\$1,250 to \$3,300 per Month	46.9	34.2
> \$3,300 per Month	23.7	42.2

Source: US Census, On the Map LEHD Data

COMMUTING CHARACTERISTICS

The Travel Time and Commuting Characteristics Charts describe how Paterson residents travel to their places of employment as of 2011. 99% of the employed population commutes to work in one form or another, and not surprisingly, the majority drive by themselves. This is not unique to Paterson, although the percentage is somewhat lower than many other more suburban locations that do not offer the same public transportation options. Over 30% of commuters take some form of alternative transportation, whether that is carpooling, walking, or taking public transportation.

The data also shows that most Paterson residents have reasonable commuting times. Less than 17% of residents reported an average daily commuting time of greater than 35 minutes. 22% actually reported a commute of less than 15 minutes.

FIGURE 8.13

Commuting Characteristics		
	Number	Percent
Total Workers	55,043	100.0%
Drive alone to work	34,323	62.4%
Carpooled to work	7,825	14.2%
Public Transit to work	6,745	12.3%
Walk to work	2,364	4.3%
Work at home (no commute)	537	1.0%
Commute via other means	3,249	5.9%

Source: 2007-2011 ACS 5-Year Estimates

FIGURE 8.14

Travel Time to Work		
	Number	Percent
Total Workers	54,506	100.0%
Worked at Home	537	1.0%
Commuters	53,969	99.0%
Total Commuters	54,506	100.0%
Less than 5 minutes	698	1.3%
5 to 9 minutes	3,869	7.1%
10 to 14 minutes	8,126	14.9%
15 to 19 minutes	9,157	16.8%
20 to 24 minutes	9,903	18.2%
25 to 29 minutes	3,894	7.1%
30 to 34 minutes	9,707	17.8%
35 to 39 minutes	1,785	3.3%
40 to 44 minutes	1,699	3.1%
45 to 59 minutes	3,244	6.0%
60 to 89 minutes	1,675	3.1%
90 or more minutes	749	1.4%

Source: 2007-2011 ACS 5-Year Estimates

LABOR FORCE CHARACTERISTICS

The Educational Attainment Table presents data on educational attainment for Paterson's population 25 years old and older. While attainment historically has been low, there is evidence of improvement. Since 1990, the educational attainment of adults gradually has increased with most of the gains achieved since 2000. In 1990, only 54.8 percent of the population 25 and older had graduated from high school. By 2012, the percentage had increased to 71.3 percent. While this increase is laudable, the Paterson percentage of high school graduates is still ten percent below Passaic County and nearly 16 percent below the percentage of high school graduates in the State of New Jersey. The percentage of Paterson adults with bachelor's degrees or higher also increased from 2000 to 2012.

FIGURE 8.15

Educational Attainment of the Population City of Paterson

	1990 Percent	2000 Percent	2012 Percent
Percent HS Graduate or Higher	54.8	58.5	71.3
Percent Bachelor's Degree or Higher	8.7	8.2	10.2

Note: Population 25 years and older. Percentages rounded. Sources: US Census, 1990 Census of Population and Housing; 2000 Census, 2012 ACS 5-year estimates

Figures 8.16 through 8.18 provide a comparison of the educational attainment in Paterson, Passaic County, and the State of New Jersey. As noted above, the recent educational gains in the City are commendable, but there is still significant ground to cover to put City residents on a level field with the rest of the State. Nearly 29% of City residents above the age of 25 do not have a high school level education. Also, over 35% of State residents have a 4-year

bachelor's degree or greater, while only 10% of Paterson residents have a 4-year degree or better. A lack of formal education is a great disadvantage and can severely limit the employment potential of many residents in the City. This also may suggest that employers in the City seeking workers with advanced degrees and training may have to look outside the City to find qualified candidates for those positions.

FIGURE 8.16

Educational Attainment By Highest Level Attained (population 25 and over)

	Paterson	Passaic County	New Jersey
Population 25 years and over	88,380	324,818	5,969,516
Less than 9th grade	15.7%	10.1%	5.5%
9th to 12th grade (no diploma)	13.0%	8.3%	6.6%
High School Graduate (includes equivalency)	41.4%	34.6%	29.2%
Some college (no degree)	14.7%	15.7%	17.1%
Associate Degree	4.9%	5.5%	6.2%
Bachelor's Degree	7.5%	17.4%	22.0%
Graduate or Professional Degree	2.7%	8.4%	13.4%
High School Graduate or Higher	71.3%	81.6%	87.9%
Bachelor's Degree or Higher	10.2%	25.8%	35.4%

Source: 2012 Census ACS 5-Year Estimates

Figure 8.17
Educational Attainment
City of Paterson 2012

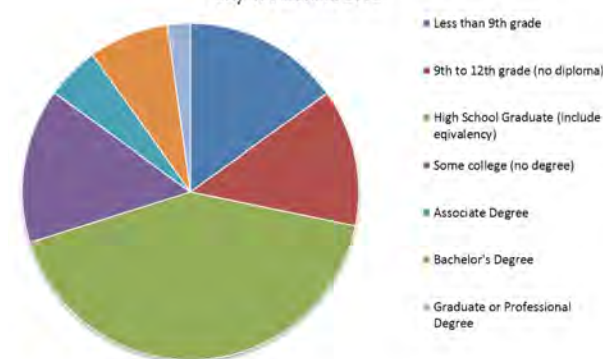
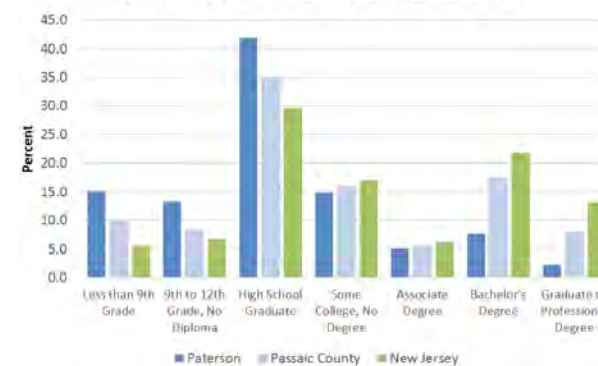


Figure 8.18
Educational Attainment of the Population 25+



Economic Development Initiatives

At all levels of government there are programs and incentives to help develop business within the City of Paterson. The City, Passaic County, and the State of New Jersey offer a number of resources that the City should use to its advantage. The following section outlines some of those programs and financial incentives offered by various agencies that may be beneficial to economic development in the City.

STATE

New Jersey Economic Development Authority (NJEDA)

The NJEDA provides a number of programs and initiatives to support businesses in the State, including brownfield remediation, clean energy incentives, Main Street business assistance, and other tax incentive programs.

Tax incentive legislation at the state level has recently been amended by the Economic Opportunity Act of 2013. A key piece of this legislation is the phasing out of three existing state economic development funds, the Business Retention and Relocation Assistance Grant (BRRAG), the Business Employment Incentive Program (BEIP), and the Urban Transit Hub Tax Credit (UTHTC). While these funds are being phased out, the Grow NJ tax credit program, and the Economic Redevelopment and Growth Grant (ERG) program are being substantially expanded.

Of particular interest to the City of Paterson is the expansion of ERG funds. ERG funds are grant money used to offset financing gaps for redevelopment projects. A developer may apply for up to 75% of the incremental increase in tax revenues to be generated by the project, or up to 20% of the total project cost for projects that can demonstrate a need for gap financing outside of traditional development financing methods. Projects that are anticipated to have a below market rate of return may also be eligible for ERG funds. The grants can be used for either residential or commercial projects. Residential projects that do not

generate tax revenue are eligible for tax credits of up to 20% of the total costs. Projects must be located within an area targeted for growth. Municipalities that are defined as “distressed” are eligible for a 10% increase in funds as well. Paterson is both considered a distressed municipality by the NJEDA, and is within an area targeted for growth, making redevelopment projects eligible for this funding if a need can be demonstrated.

Some of the types of projects eligible for ERG funds include:

- Supermarkets in areas without adequate access to fresh foods
- Transit projects
- Residential projects that include affordable housing
- Disaster recovery projects
- Tourism destination projects

COUNTY

Passaic County Division of Economic Development

The Passaic County Economic Development Division also provides a number of programs and services to support businesses in the County. The County provides real estate identification for potential businesses looking to locate in the County, training programs for small business owners, brownfields remediation assistance, and financing assistance as well.

One particular program promoted by the County is the Corridor Enhancement program, which was established in 2005. In this program, development of properties along one of the designated corridors is assessed an additional corridor enhancement fee at the time of subdivision or site plan application. Each application includes a fee of \$20 per linear foot of frontage on a

County Road. The purpose of this program is to improve the safety and aesthetics of business and recreation corridors in Passaic County. The funds obtained from these fees are then used for one of six purposes, each of which must be for projects within the same corridor in the same municipality where the fee was assessed:

- Capital Improvements to improve the corridor or make it safer
- Fund improvement studies related to the corridor
- Fund road or intersection improvement projects
- Use as matching funds for grants
- In partnership with municipal or other County projects
- Direct grants to businesses in the corridor

The following Passaic County roads have been approved by the Board of Chosen Freeholders for the Corridor Enhancement Program:

- Main Street/South Main Street
- McBride Avenue
- Spruce Street
- Market Street
- Belmont Avenue
- West Broadway
- Union Avenue

As of June 2013, nearly \$100,000 had been collected in the City of Paterson as a part of this program.

Passaic County Community College (PCCC)

PCCC, through the Paterson Community Tech Center provides a number of programs to City residents that include skills training and employment services. The PCCC Neighborhood University program is one in particular where the College shares its resources with neighborhood residents and businesses to help in adapting to a new high technology world. The Tech Center provides after school programs for youth and school aged children, and adult services for working parents or others.

CITY

Paterson Restoration Corporation

The Paterson Restoration Corporation (PRC) was created to focus on providing assistance to small businesses in the City and help create opportunities for Paterson businesses to grow. The PRC provides low interest loans in the amount \$50,000 to \$200,000 to small businesses for a variety of purposes as a part of a revolving loan program. This is intended to help spur private investment in the City and create new employment opportunities for City residents. The PRC is also charged with developing and redeveloping properties for businesses.

PRC also is pushing an aggressive marketing campaign to attract residents and businesses. *The Power of Paterson* is the new slogan used by the Paterson Restoration Corporation to reflect the City's industrial history as well as future potential in a series of advertisements and on its new website to portray a positive image of the City for potential business investors or residents. This campaign intends to capitalize on the unique assets of Paterson, which are:

- Convenient location in a booming metropolitan region
- High population density, with residents spending \$90

million outside the City

- Urban Enterprise Zone provides tax benefits and other incentives for business
- National Park will attract new visitors to the City
- Commercial office and retail spaces are available

Urban Enterprise Zone (UEZ)

The Urban Enterprise Zone is a State program designed to help reduce unemployment in distressed cities in New Jersey. Paterson's UEZ was designated by the State in 1994 and covers nearly 1/3 of the City's land mass. Businesses located within the zone are provided tax breaks and sales tax incentives to help attract customers. Businesses within the zone are also qualified for additional loan programs through the UEZ. In addition to reduced sales tax to consumers within the zone, UEZ business members are allowed to purchase operating supplies at a tax exempt status.

The sales tax that is collected through UEZ member businesses is then used for improvements to the area, such as sidewalk repair, providing security, or other streetscape improvements. The UEZ also provides member businesses access to a revolving loan program which provides funds for qualified businesses to borrow up to \$500,000 for capital projects to invest in the economic growth of the City. These loans are not available to businesses located outside of the UEZ boundaries.

There are currently over 400 businesses that are members of the Paterson Urban Enterprise Zone. The City may wish to pursue revisions to the boundaries of the Urban Enterprise Zone in order to more clearly identify existing and proposed economic development corridors and sites.



PATERSON
RESTORATION CORPORATION
Standing Proud, Stepping Forward

Special Improvement Districts

The City has three Special Improvement Districts, the Downtown Commercial District, the Sandy Hill Improvement District, and the Bunker Hill Industrial Park Improvement District. These three Special Improvement Districts have been established to act as a collective management organization for their respective business areas. In each district, property owners are assessed a special tax rate to finance the operations of a district management corporation. The management corporation of each improvement district serves to promote, market, and implement improvements to the district as a whole. The district management corporations are authorized by the municipal code to perform the following activities on behalf of its members:

- Employ persons to manage the corporation and perform necessary tasks
- Apply for, administer, and receive grants and other funds or gifts
- Execute agreements with other parties as necessary
- Administer its own funds
- Borrow money from private lenders or other government agencies
- Fund exterior improvements of properties within the district
- Rehabilitate properties within the district
- Purchase, sell, or lease property within the district

- Enforce the conditions of any agreement made by the corporation
- Provide security, sanitation, and other services to the district
- Publicize district activity and recruit new business
- Organize special events in the district

There are currently two other proposed special improvement districts in the City. The purpose initially for proposing these two districts is to organize street cleaning operations, and provide additional security to the commercial areas.

- 21st Avenue Special Improvement District – This district would include all of the businesses along 21st Avenue in Sandy Hill and People's Park.
- South Paterson Special Improvement District – The South Main Street business corridor is the other proposed special improvement district.

Paterson Small Business Development Center (SBDC)

The City's Small Business Development Center, which is located on Ellison Street in downtown Paterson, is an extension of William Paterson University and a part of the State Small Business Development Center Network, which includes 11 other business development centers. The Paterson SBDC provides valuable resources to on-going businesses and start-ups in Paterson and the Passaic County region. Some of the services they provide include:

- Education and counseling for small business owners
- Workshops to develop a business plan
- Workshops to help with accounting and financing
- Technology workshops for business owners to learn new software or techniques

- Review of business plans, setting business objectives
- Assistance with marketing and review of marketing practices
- Assistance with new media platforms
- Advise business owners on availability of grants, loans, and other financing options

The Paterson SBDC also works with other organizations in order to steer clients towards the resources needed to develop a successful business.

New Jersey Urban Mayors Association

The Urban Mayors Association, which is a coalition of the mayors of 19 urban municipalities throughout the State, have selected the City of Paterson to be used for the study of a pilot program for comprehensive economic development through job creation and workforce development. The pilot program includes partnerships between local and state government, universities and education centers, workforce investment boards, small business development centers, and private industry in an effort to use workforce development as an economic engine for the City. The pilot project will go beyond simple skills training to include business training and social entrepreneurship, as well as corporate social responsibility. The goals of the pilot project are to create an educated workforce and a standardized implementation of training across all levels, and prepare people for entry level positions and advancement. The goals are hoped to be achieved through the following seven steps:

- Basic skills and readiness, or advanced and targeted skills, based on the needs of a company or the needs of the workers
- Maximize existing training programs

- Identify gaps in the training programs
- Engage corporate partners and sponsors to create a direct connection between employers and potential employees
- Ensure adequate staff at Workforce Investment Boards and Development Centers
- Help incumbent workers develop transitional skills
- Maintain an employee database and track success

Economic Development Recommendations

1. **Capitalize on the Paterson Great Falls National Historical Park for Economic Development** - Paterson's Great Falls and the surrounding Historic District are unique in the United States, with the natural attraction of the Great Falls and the related history of industry in Paterson. A range of actions could help generate additional visitation for existing facilities and begin to support other related venues.

While the designation as a National Park is likely to increase the visibility of the area and attract additional visitors, it will be necessary to pursue a number of initiatives to ensure the City derives maximum economic benefit from this tremendous asset. The following initiatives have been under active discussion between officials of the National Park Service (NPS) and the City, and will be crucial to getting the greatest benefit from the National Park:

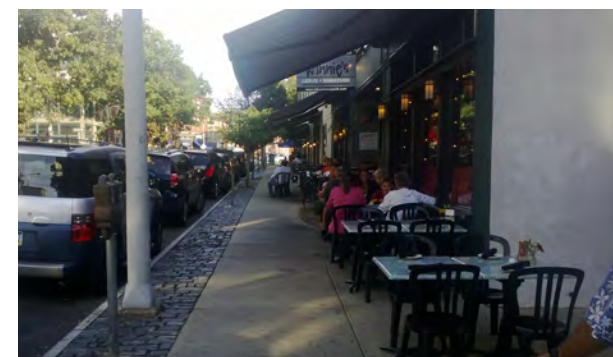
- Making utilities and circulation infrastructure improvements, as discussed in the Circulation Element and Utilities Element, will enhance access to the Paterson Great Falls National Historical Park and along with improved wayfinding signage will direct visitors to the park and other attractions.
- The experience of visiting the National Historical Park must be more than simply getting visitors to the park and viewing the Great Falls. Adding additional restaurants, stores, and other establishments to create a cohesive commercial district along Market Street, McBride Avenue, and Spruce Street should be strongly encouraged. Restaurants and shops already are permitted uses within the Great Falls Historic zoning district, and should be aggressively pursued and promoted as principal uses of properties on these streets in particular. Increased retail activity around the Park and interspersed on key corridors among

the historic landscape will serve to help keep people in the area for longer periods of time, and give them options to spend money while they are there.

- Developing proper retail and restaurant commercial activity around the Park may require establishing public/private partnerships to initiate the development process.
- Restoration of historic facilities to create additional attractions for visitors will reinforce the status of the Park as more than just a waterfall. Historic structures such as the Rogers Locomotive building, and the historic raceways should be preserved and maintained to help tell the entire story of Paterson as the birthplace of American industrial power.
- Restoration and reuse of Hinchliffe Stadium would also provide an additional draw to the area and further complement the historic nature of the Great Falls and its industrial story. Restoration of Hinchliffe Stadium serves as a reminder that the City's industrial history is much richer than just Alexander Hamilton and the Society for Useful Manufactures.
- The City should work with the National Park Service to develop special promotional events to attract visitors. These events should be coordinated with other events in the City. These events could include, but are not limited to street festivals, art exhibitions, City pride days, among other options. One such type of event could be to utilize the Great Falls as a dramatic backdrop for artistic and cultural productions. The State Park Master Plan and other proposals have suggested incorporating an amphitheater into Overlook Park. An amphitheater with the Falls as a backdrop could be a big draw to the Park.



Paterson Great Falls National Historical Park



Outdoor Dining, Philadelphia



Upper Raceway



Pop Up Market, Jersey City



Interpretive Sculpture Grounds, Montreal, Quebec

- Another potential avenue to capitalize on the National Park is through outdoor recreation opportunities. It is both a historic park, celebrating the industrial heritage of the City, while also being an opportunity for outdoor recreation in a dense urban area. A boat house with a slip for launching small personal boats such as kayaks or canoes into the Passaic River should be pursued. A potential location for this is could be at the base of Overlook Park, or on Alfano Island just upstream from the Great Falls.
- Integrate the arts into the Great Falls Park experience. As discussed in detail in the Paterson Great Falls Arts + Revitalization Plan, the arts can play a key role in the development and revitalization of the Great Falls Historic District, and the City as a whole. To this end it is important that the City include resident groups and local artists when programming spaces around the Park. The arts, whether it be performing arts, visual arts, or any other creative media, can be used as the medium to connect the scenic beauty of the Falls with the history of the City, and display this to visitors. The arts can also be a significant economic generator in their own right as well.

2. ***Enhance the Image and Perception of the City as an Attractive Place to Live*** - From an economic development perspective, Paterson needs to enhance the attractiveness of the City as a place for those working in Paterson to choose to live. As previously discussed, the majority of people employed in the City of Paterson do not live there. Data for 2011 show the following:

- Employed in primary jobs in the City of Paterson: 34,105 (100.0%)
- Employed in primary jobs in Paterson but living outside: 24,224 (71.0%)

- Employed in primary jobs in Paterson and living in the City: 9,881 (29.0%)

In particular, the majority of the people working in the City with higher income levels from their jobs are not choosing to live in the City. While there are many factors to address in making the City a more competitive location for prospective residents to consider, two economic development-related factors noted in stakeholder interviews were the lack of high quality neighborhood-serving commercial establishments such as grocery stores and the lack of recreational and sports-related facilities for those living in the City.

While the City does have many small neighborhood grocery stores already, these establishments do not necessarily cater to the needs or tastes of higher income demographics. Grocery stores are one of the most fundamental needs for everyday living, providing basic foods, and other household goods. The City should work with current owners of grocery stores to help facilitate improvements in the quality and image of the grocery stores in the City in order to attract residents.

For further discussion of recreation opportunities see the Recreation and Open Space Element of the Plan.

3. ***Enhance Neighborhood Commercial Corridors Through Special Improvement Districts*** - There are many commercial districts within the City that serve their local neighborhood population primarily, while also reaching out to potentially bring in business from outside their immediate vicinity. Outside of Downtown, these districts are mostly linear corridors, with commercial establishments lining a single street. These retail commercial corridors should be treated as if they each were their own neighborhood “Main Street”.

As discussed further in the Urban Design Element, one of the primary issues facing the neighborhood commercial corridors in the City is a relatively poor and uncoordinated appearance. The best way to improve these appearances is through a combination of streetscape improvements, as outlined in the Urban Design Element of the Plan, and through coordinated façade improvements to commercial storefronts and signage.

These types of improvements are best achieved through Special Improvement Districts (SID). As discussed further in the Land Use Element of this Plan, the City should continue to support the existing Special Improvement Districts. Business owners in other commercial districts in the City should be encouraged to form their own Special Improvement District in order to enhance and promote their business interests and attract new customers. While it does require an investment in both time and money from businesses, owners should be made aware of the potential benefits of collective organization of the other businesses in the neighborhood.

In addition to the three existing special districts, two other districts have already been proposed. (South Paterson/Main Street SID, 21st Avenue SID) Other potential commercial corridors that should be encouraged to form an improvement district include:

- Union Avenue
- 10th Avenue
- Broadway (east of downtown)
- River Street

These Special Improvement Districts should also work and coordinate with the County as several of the City's commercial corridors fall on County roads which have been included in the Corridor

Enhancement Program. Passaic County also offers training programs and other support services for small businesses that should be utilized by City business owners. Information garnered from these programs can be passed on to others within the SID rather than each business owner individually attending training workshops.

As is shown in the Walking Distance to Neighborhood Business and Commercial Zones map, every neighborhood in the City is currently within a short walk to one of the City's neighborhood commercial corridors. These areas are the commercial zones in the City, the B-1 and B-2, and B-4 zones as well as the business zones in Redevelopment plans which permit neighborhood commercial uses. These zones are where small neighborhood serving businesses are permitted and encouraged. Enhancing these commercial corridors will help to ensure that basic needs of residents can be met within a short walk of their homes.

4. ***Establish Paterson's Downtown as a Regional Center for Commerce, Government Services, and Cultural Attractions*** - Efforts are already underway to help transform the downtown of the City into the regional center that it once was, including the development of Center City Mall as a redevelopment project, which includes shops, restaurants, and a movie theater. These efforts should continue. More cultural and entertainment facilities in the downtown are needed and should be strongly encouraged by the City.

More restaurants in particular are needed in the downtown, and near the train station. Restaurants are a vital component of both commerce and culture. Restaurants that serve unique cuisine can be the central component of establishing nightlife in the City and attracting people throughout the region to sample the foods of the many cultures that populate the City of Paterson. As recommended in the Ward

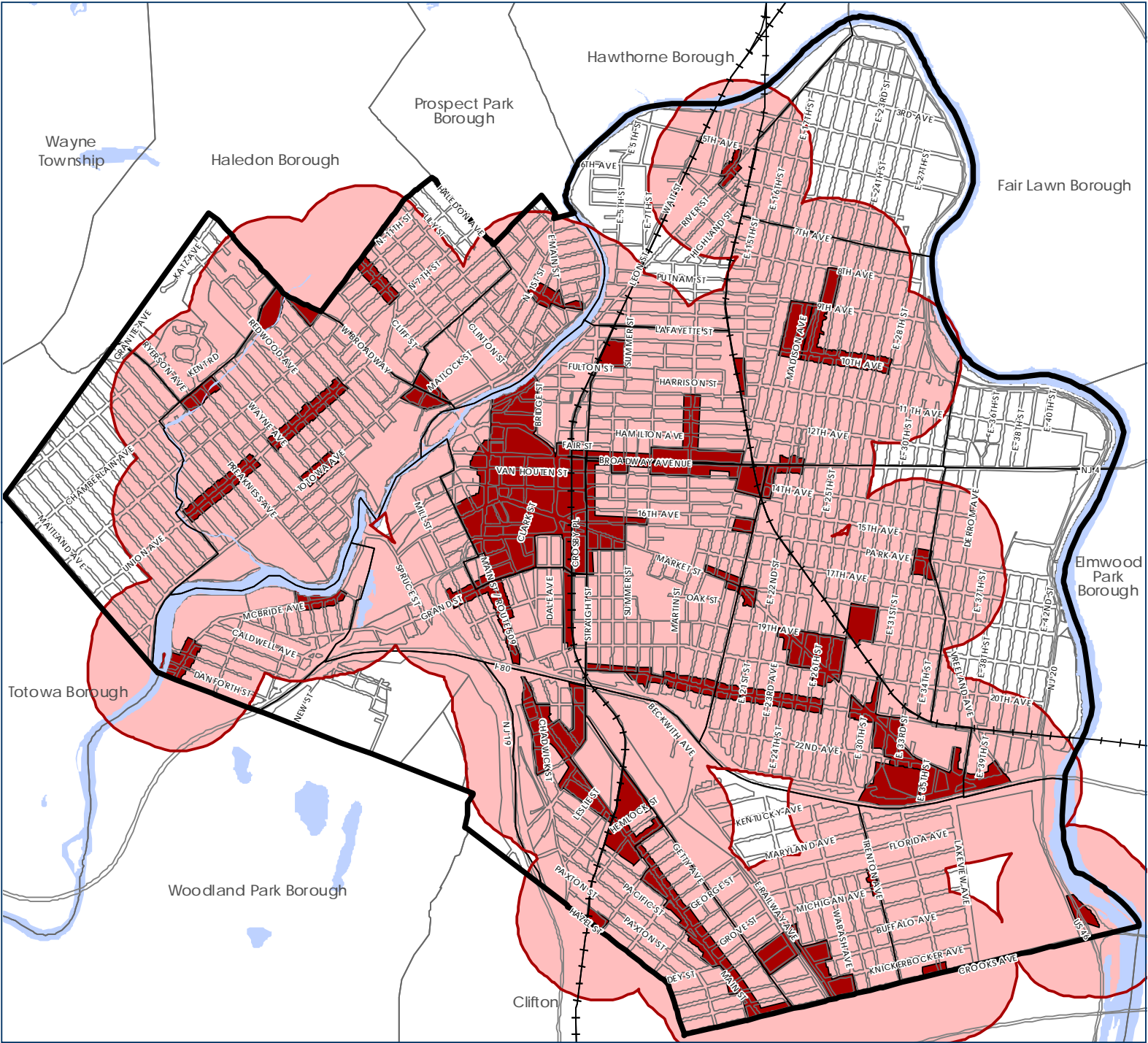


Restaurant on 21st Avenue

CITY OF PATERSON
Master Plan

Walking Distance
to Neighborhood
Business and
Commercial
Zones

- Neighborhood Business/Commercial Zones
- 5-Minute Walk



Street Station Transit Oriented Development Plan, an enclave or strip of ethnic restaurants highlighting the City's cultural diversity could become a dining destination for the region. A 'restaurant row' can potentially be a destination in the sense that visitors come not necessarily for one particular restaurant on its own, but simply because a cluster of quality restaurants will attract diners who may have not decided which restaurant or type of food they want, but go to the area with the intention of making a decision after strolling through the entire enclave. Thus, the agglomeration of restaurants would serve to benefit one another.

Another similar concept to the restaurant row would be having micro restaurants located within a single building, or surrounding a single space. Micro Restaurants are a new trend in food service that combines the low start-up costs with food businesses like a food truck or food cart, but with the amenities provided by a 'bricks and mortar' space. This conceptually is similar to what is typically seen in a food court in a shopping mall. Many small food businesses that each use only a small kitchen space and a counter for service all utilize the same support facilities, such as restrooms, waste management, seating areas, and parking. These micro restaurants can each be as little as 1,000 square feet in area. They function in the same way as the restaurant row concept, only being a lower cost option of the same idea.

Just as is discussed in regards to the Great Falls Historic District and National Historical Park, Integrating the arts and culture to downtown should be a key component of the revitalization of the City. An important piece of making Downtown a cultural destination is including and encouraging spaces for performing arts such as theaters, music halls, and galleries. Bringing in cultural attractions can also

serve to benefit other industries downtown, such as restaurants and shops, as patrons of the arts will also become patrons of nearby restaurants and stores.

Currently there are no zoning or land development regulations that are precluding these commercial and cultural uses from locating downtown. The City may need to aggressively promote the downtown as a destination and offer financial incentives to targeted businesses that can help catalyze new development in the downtown. One example of a potential financial incentive is the recently enacted ordinance which permits a qualified business owner to "opt in" to a 10 year period under which they are not assessed real estate taxes on any improvements made to their property, and then pay a gradually increasing tax rate the following 10 years, until after 20 years, they are assessed at full value.

In order to make downtown more attractive for new businesses to locate there, efforts will also have to be made to make the area appear more friendly for businesses and customers alike. This includes increases in security and efforts to remove or relocate undesirable businesses such as liquor stores. With increased public safety, and fewer uses that detract from the environment, Downtown will be an attractive place for retail and entertainment enterprises, as well as cultural venues that will attract more life to the City.

5. ***Provide Convenient, Adequate, and Accessible Parking Downtown*** - A large part of making the downtown of the City attractive not just to businesses, but to potential customers of these businesses is providing adequate parking in the area. This parking must also be available when people want to be there. Convenient and accessible parking is crucial to supporting the existing and future businesses downtown.



Empty Downtown at Night



Parking Garage



New Supermarket Memorial Drive

In addition to the existing and future businesses downtown, any new residential development or reuse of existing space as residences will create additional demand for parking that will compete for scarce resources with the patrons and employees of downtown businesses. The need to accommodate future residents must also be taken into consideration.

The Parking Authority currently provides and manages parking downtown, and the City should work with the Parking Authority to ensure that adequate parking is provided to meet the needs of business, and that parking resources are used to their maximum potential. See Circulation Element for further discussion of downtown parking management strategies.

6. ***Provide Incentives for Utilizing Available Space in Upper Floors of Downtown Buildings*** - Currently there are a number of buildings downtown that are occupied only on their ground level. The available space on the upper floors of these 3-5 story structures presents a great opportunity for utilizing those spaces as either residences or offices. This may require some financial incentives, as well as the creation of cross-access easements due to the need to include fire escapes and other amenities to make the spaces code compliant.
7. ***Target and Promote Sites for New Grocery Stores*** - Residents from all neighborhoods made clear their desires to see a national brand supermarket come to the City. With Paterson being a very urban area with many small parcels and a small scale street grid, acquiring sufficient land in a good location with transportation access for a large supermarket such as the ones found in neighboring municipalities presents the greatest challenge to siting a supermarket in the City. Recent supermarkets in more suburban locations

can be in structures with 70,000 square feet or larger, and are surrounded by hundreds of parking spaces on a surface lot, requiring at least 4-5 acres of property to develop.

It is important to note that while residents have expressed a desire for a large (+50,000 square feet) new supermarket, there already are over a dozen smaller (10,000 to 25,000 square feet) supermarkets throughout the City that have invested in the City and provide basic goods to residents. As shown in the Supermarket Location map, they are scattered throughout the City. These supermarkets, such as Bravo and C-Town are significantly smaller than the national chains, but still provide many of the same items and services. The desire for a national brand supermarket seems to stem from a perceived lack of quality in the existing markets more so than a lack of actual access to a supermarket. It is also important to note that even though these supermarkets are not perceived to have the same quality of environment and selection of some of the large national chain stores, they can serve their specific neighborhood by providing a convenient and accessible supermarket within walking distance of local residents. Also, they can serve the local residents of each neighborhood of the City and their demand for particular ethnic goods.

Locating another grocery store in the City also would require further market research and analysis to determine optimum locations. In particular, if the City were to attract a large chain supermarket, special attention would have to be paid to finding a suitable location for a large grocery store to succeed, while also being careful to be sensitive to the needs of local neighborhood residents. Even though there may be demand for a larger supermarket, if some of the smaller supermarkets that serve their neighborhoods were to go out of business, this could have a significant impact on



Trader Joe's Shrewsbury NJ

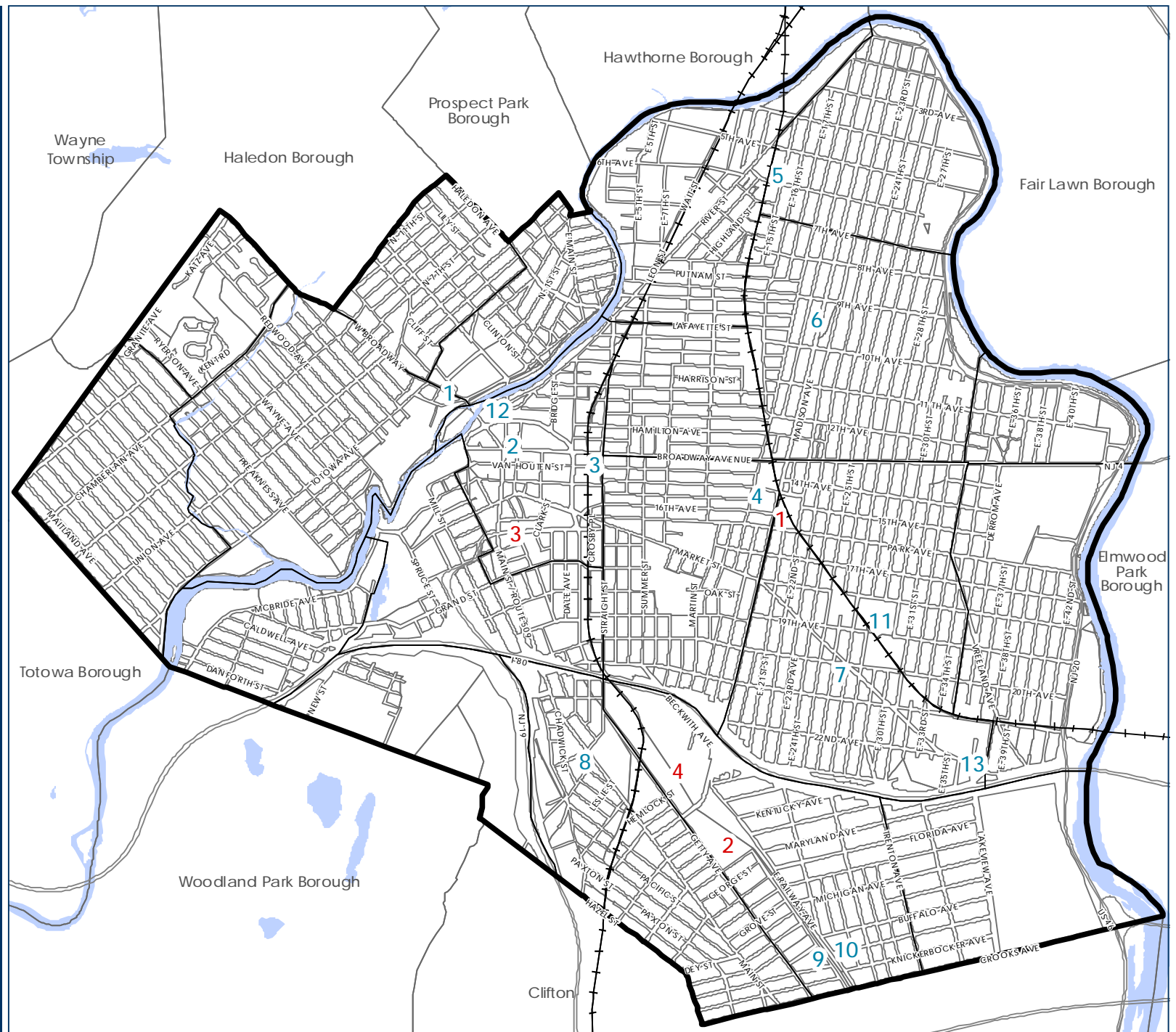
CITY OF PATERSON Master Plan

Location of Supermarkets

Existing Supermarkets	
Code	Name
1	Super Supermarket 2
2	Bravo
3	Golden Mango
4	Associates Supermarket
5	Bravo
6	C-Town
7	C-Town
8	C-Town
9	Food Basics
10	Farmers Market
11	Food Basics
12	Super Supermarket 2
13	Super Fare
Proposed/Potential Supermarkets	
Code	Name
1	Bus Garage
2	Continental Can
3	Center City Mall
4	Madison/Getty Avenues



Source: NJGIN, NJDOT, NJDEP, NJ Transit





Golden Mango Supermarket



New Retail near St. Joseph's Medical Center

many residents, especially those without access to a vehicle to drive to a larger store.

The City may be better suited to attempting to renovate the existing supermarkets in the City to meet the desires of residents rather than trying to develop a large supermarket on acres of land. Through working with local market owners, and perhaps some financial incentives, some of the existing supermarkets could potentially serve as the type of supermarket that the residents desire, just simply on a smaller scale. Also, bringing in a single large supermarket may lead to the closing of many of the smaller supermarkets which currently serve their neighborhoods.

Another potential for the City to pursue in lieu of a large chain supermarket would be specialty food stores and markets. Stores such as Trader Joes, Fresh Grocer, Aldi, or other smaller markets can provide the type of goods and service environment residents are seeking, but do not require nearly as much space or parking. These stores currently operate in buildings that are less than 25,000 square feet. Some potential locations for a smaller specialty market may be:

- The NJ Transit bus garage on Madison Avenue
 - The former Continental Can site in South Paterson
 - Center City Mall downtown
 - The corner of Madison Avenue/Getty Avenue NJ Transit Property/Tucker site
8. ***Capitalize on the Growth and Expansion of St. Joseph's Regional Medical Center*** - St. Joseph's Hospital and Medical Center has been undertaking a \$250 million expansion of its facilities in South Paterson and also in nearby Wayne. Identifying

additional medical-related, job-generating uses in the City of Paterson that are related to the medical-related services and facilities of St. Joseph's will stimulate additional economic development. Facilities might include additional medical office buildings, or facilities providing services such as physical therapy programs or special treatment.

Industries related to the growth of the healthcare in the City should be pursued as complementary to the expansion of St. Joseph's. A recent growth industry related to healthcare and medical facilities is the high tech information sector. There is a growing demand for programs or "apps" for computers, tablets, or smart-phone devices to help organize the medical records, analysis, and billings process. Businesses that can produce products to help organize and connect the immense amount of information within the healthcare industry and reduce dysfunction and waste can potentially work with St. Joseph's and hospitals and doctors around the world to help reduce overall healthcare costs. Along with having available office space, and the potential for flexible space within many existing buildings, Paterson is well suited for small entrepreneurial endeavours looking for relatively low cost space to launch a new high tech business.

Another potential way to generate jobs is to provide goods and services that are procured by the Medical Center and related facilities. For example, in Cleveland, Ohio the Cleveland Clinic has been actively supporting entrepreneurial programs by Evergreen Cooperatives, an entrepreneurial enterprise of The Cleveland Foundation. Employee-owned cooperatives established and in business include Evergreen Cooperative Laundry, Green City Growers (produces greens and herbs on vacant inner-city land), and Ohio Cooperative Solar (installs and services solar panels on buildings including medical buildings). Cleveland Clinic

and other institutions in Cleveland purchase these goods and services which supports these enterprises. A similar model may work in Paterson.

The City should also capitalize on the proposed hotel which has recently received \$105 million in tax credit funding from the State. This hotel, which will be located on Main Street and primarily serve the Medical Center, can bring new customers to all of the businesses in the area. This added presence of people could potentially support new shops and restaurants as well.

9. **Attract Employment-Generating Businesses to Paterson** - Sites, buildings, and infrastructure that are suited to the needs of light industrial and high-tech businesses should be identified and made available. Public/private partnerships with property owners, developers and institutions should be fostered to identify sites and buildings that can be offered to businesses interested in locating or expanding in Paterson. A number of redevelopment areas in the City of Paterson could become locations for new businesses, especially sites near the existing New Jersey Transit station and proposed new stations. Paterson's study of mill buildings indicates that some former mills might be repurposed to meet the space needs of some of today's businesses. One component of this effort should be providing space for expansions of existing businesses and government agencies in the City so that current jobs will not be lost through relocations to suburban areas.
10. **Establish Small Business Incubators in Paterson** - Paterson might explore the possibility of working with one or more educational institutions to establish a small business incubator as a mechanism for reaching out to small and minority businesses to offer space and services to help the businesses grow successfully in the City. A business incubator is a business model in which many similar start-up businesses are provided space in the same location and

are nurtured and developed by a parent group to help them become independently successful. Based on information provided during stakeholder interviews, William Paterson University has conducted some research indicating that a small business incubator could be feasible in Paterson with a possible focus on incubating sustainable food-oriented businesses. Business incubators have been successful in helping entrepreneurs to establish and grow small businesses in other urban centers in New Jersey and nationwide. Again, the historic mill buildings are great starting points which should be targeted to be adaptively reused as potential locations for business incubators.

The New Jersey Business Incubation Network lists 14 business incubators in the State, including three incubators sponsored by Rutgers University. One of these, the Rutgers Food Innovation Center in Bridgeton, NJ, provides business development, mentoring, and support for small and mid-sized food and agribusinesses in New Jersey. Services that are provided include product and packaging development, market and consumer research, and manufacturing of prepared food products in a 23,000 square foot FDA and USDA inspected facility so the products can be sold to retail and food service markets. Other cities have incubators focusing on providing support for start-up technology businesses and many cities have small business incubators that are home to a broad range of entrepreneurs and small businesses that can benefit from a range of services including business management, accounting, employee issues and benefits, and assistance in obtaining venture capital and financing.

Research by the National Business Incubation Association (NBIA) has found that two-thirds of businesses that are started in a business incubator survive, as opposed to one-third of those which are not in an incubator. Further, 85 percent of the small businesses that are incubated remain in the



Small Business Incubator, Philadelphia



New Business

same metropolitan area when they become “grown-ups”. Whether open to a range of businesses or positioned to target a particular business segment, this type of facility could contribute to new business development and creation of jobs in the City.

11. ***Market Paterson as a Location for a Targeted List of Industries*** - Because marketing is costly and time-consuming, many communities choose to concentrate their time and resources on reaching out to so-called “target industries” that are likely to be compatible with the characteristics of the area.

- Healthcare – As discussed above, the expansion of St. Joseph’s Regional Medical Center and the healthcare industry in general presents an opportunity for the City to attract associated businesses that complement and support the hospital. Support services for both employees and patients of the Medical Center should be viable businesses in the City for the coming years.
- Manufacturing – Manufacturing is still anticipated to decline overall in Passaic County, however it should still be one of the largest industries in the City, and there is room for growth. The City’s industrial areas provide excellent access to transportation routes and the City has an available labor pool. Food manufacturing already is a strong industry in the City, and could grow in the future. Expansion of the food production industry could also lead to potential growth in related industries choosing to locate near food manufacturers.
- Retail – As a part of the revitalization of the City’s commercial corridors and the Downtown as an entertainment and cultural district, retail trade should be a growth sector for the City. In particular, the City should seek to recapture some of the dollars that are spent by Paterson residents outside of the City. The growth of Center City Mall with its department stores is a good start.

Attracting a major retail store such as Target would also help to retain the money that is spent outside the City.

- Wholesale Trade – Given the City’s transportation access, and potential available space within existing mill buildings or factories, wholesaling can potentially be a growth industry in the City. Wholesale businesses primarily need warehouse space to store and distribute their goods.
- Business Services – With the amount of vacant space above retail stores in the City’s downtown, there is potential for use of this space to host small operations that cater to other larger businesses. Support service businesses include legal services, clerical services, collection services, and administrative services.

These particular industries are a good match with the existing infrastructure in the City of Paterson, and should be pursued by the City.

12. ***Provide Skills Training for Paterson residents to Meet the Demands of Targeted Industries*** - To help combat high unemployment and to attract new businesses to the City, a trained and ready labor force will need to be available for potential businesses. Residents must possess the requisite skills for each of the particular industries listed above. Skills training programs should be targeted towards those industries that are anticipated to see growth in the City. The City should work with Passaic County Community College, which already offers a number of job training programs, and the Paterson Community Technology Center, to ensure that adult education and skills training programs are tailored to the needs of the industries best suited for the City.

Programs such as ‘Neighborhood University’ by the Paterson Community Technology Center

target the educational and employment needs of low-income residents in the central neighborhoods of the City. These programs should be supported and expanded to include all residents of the City in need of additional skills training to make them more competitive in the labor force. The pilot program currently being developed by the Urban Mayor’s Association should also be supported by the City and expanded if it proves to be successful.

13. ***Capitalize on the Growth of Passaic County Community College*** - Passaic County Community College is a tremendous asset to the City and the downtown. Along with providing valuable resources to local students, the College provides a stable population base throughout the year with its faculty, staff, and student body all coming to the City to attend classes, workshops, or seminars. The City can capitalize on this asset by ensuring that the environment around the College caters to the needs of this population. While there are already restaurants and businesses in the area, these businesses should be encouraged to remain open later to cater to a younger student population. Also, education support service businesses should be located in this area, as well as banks and other service industries.

As noted in the Urban Design Element of this Plan, the College should be encouraged to plan its potential growth or expansions with the City as a whole in mind. Several buildings on campus which span over City streets are connected by sky bridges, which while convenient for the students and staff, remove pedestrians from the streets. Filling the streets with the students, faculty and staff of the College can significantly help with public safety in the area, as well as support the surrounding commercial businesses.

14. **Enhance the Paterson Farmers Market** - The Paterson Farmers Market complex is a local institution in South Paterson that is widely known in the region and is one of the oldest active farmers markets in the State, having been operating for over 80 years in the City. It generates revenues for the businesses in the complex, and it also meets a major need for food shopping by residents of Paterson and restaurateurs who are operating in the City or the region. While the Farmer's Market has been successful, there are improvements that could enhance the operations and likely increase patronage by residents of the City and surrounding areas. One improvement that has been discussed is identifying ways to provide additional parking. Given the relative built out character of the area, providing additional parking for the Market may require the acquisition of neighboring properties by the Farmers Market and converting them into surface parking.

Discussions with the 25-member corporation which administers the Farmers Market should focus on overall ways to enhance the facility to make it an even more successful institution and Paterson landmark. The market has recently undergone a significant renovation to improve the appearance of the market stalls and the sidewalk and lighting conditions of the property. Further enhancements could include better wayfinding signage in the area. The addition of parking for bicycles could also enhance the attractiveness of the Farmers Market for new customers, and encourage residents to bike to the market rather than drive.

15. **Promote Urban Agriculture** - As noted in the Land Use Element, the City should study and adopt a comprehensive urban agriculture ordinance permitting the growing of fresh foods and other produce within the City. An increase in agriculture in the City, both for personal consumption by residents from their own gardens, or for commercial purposes

represents an opportunity to address economic and community development. Compared to other major industries, small scale agriculture requires much lower start-up costs and capital investment. It also is a relatively low skill labor industry, not requiring professional training or advanced degrees to perform the tasks necessary to produce goods. These goods can then be sold in places such as the Farmers Market to generate new sources of income for residents.

While small scale urban agriculture does not offer initially the same economic impacts that other major industries may, it does present an opportunity to utilize available space in the City that might otherwise remain vacant for years. Small farms or gardens can be sited on vacant lots, in backyards, or on rooftops if the structure will support them. The City of Paterson has ample space available for small urban farms and gardens. Agriculture has the added benefit of being temporary if demand arises for other uses of the land. A small farm or garden can be easily moved or relocated, making it a low-risk land use in terms of opportunity costs. The garden can even be relocated to the roof of a new building on the same property.

Urban Agriculture can also help bring communities together when made a part of the local economy, making it a source of pride for those who participate in cultivating and selling or sharing fresh produce and foods.

16. **Make Use of Vacant and Abandoned Properties** - The City should aggressively pursue rehabilitating abandoned or neglected properties. Properties that are not properly maintained and secured if they are abandoned become a drain on the limited resources of the City, and a detriment to community vitality. Properties, especially those in prominent areas such as downtown or near the Great Falls, should be targeted for code enforcement efforts to stimulate



Passaic County College Expansion



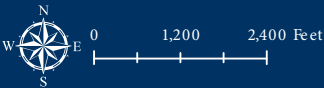
Farmer's Market

CITY OF PATERSON
Master Plan

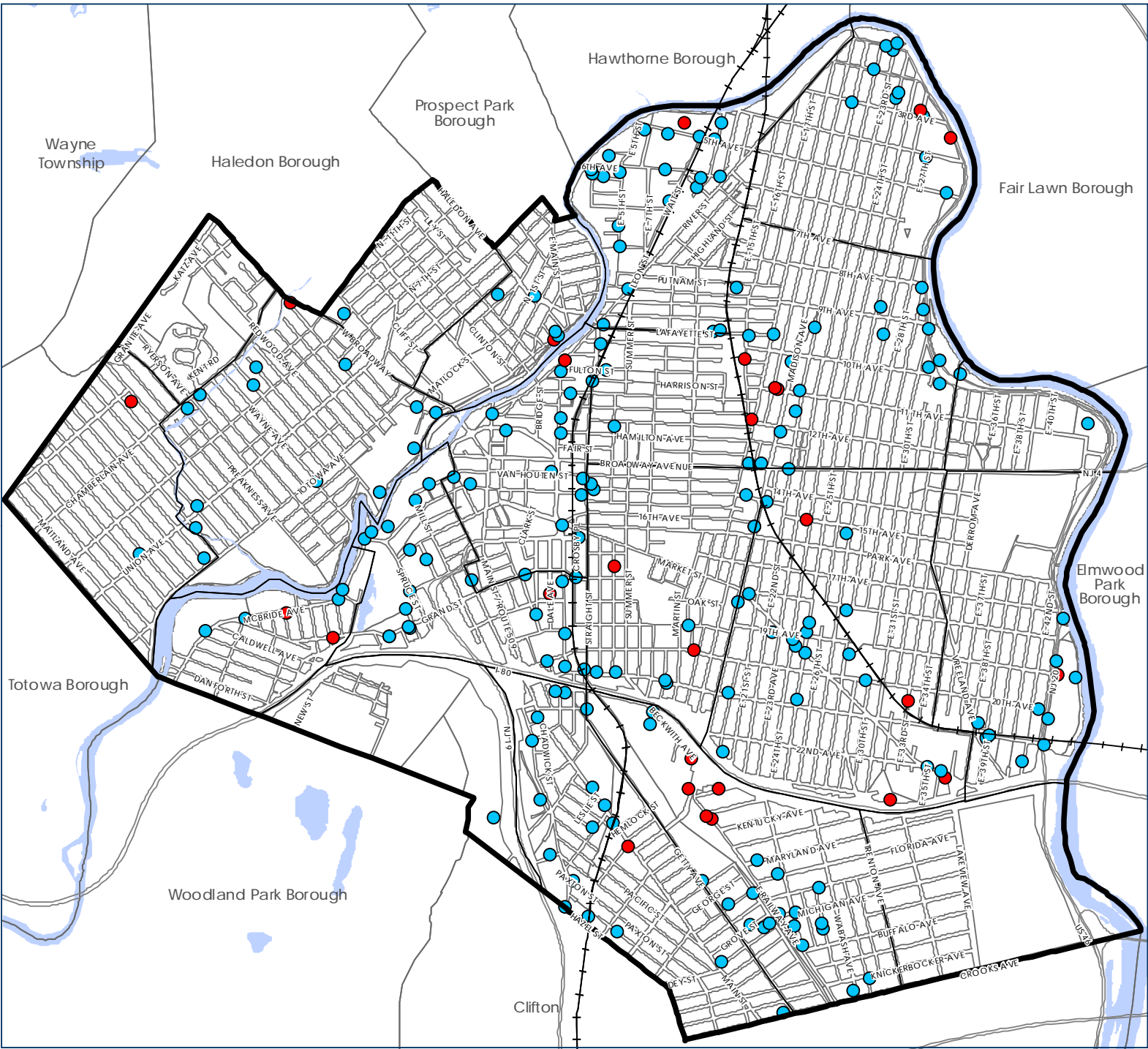
Known
Contaminated Sites

NJDEP Known Contaminated Sites

- Active Sites
- Pending Sites



Source: NJGIN, NJDOT, NJDEP, NJ Transit



rehabilitation and property maintenance. Where abandoned structures are beyond rehabilitation, the properties should be cleared and made ready for future development. See Land Use Element for further discussion and strategies to target neglected properties.

17. **Encourage Brownfields Redevelopment** - There are a number of properties within the City that contain environmental contamination, which can often hinder development or redevelopment efforts due to the costs of remediation. The Known Contaminated Sites Map shows the locations of many of the identified brownfields in the City. The City should work with the U.S. Environmental Protection Agency (EPA), the State Department of Environmental Protection (NJDEP) and other agencies to help reduce the costs of remediation to private developers so that lands can be made ready for development or productive use in some capacity. This is essential to the City's continued revitalization as given the industrial history of the City, there are a number of potential development sites that are known to be contaminated, and cannot be developed or renovated without proper clean up first.

Remediating brownfields is often a long process that requires partnerships between public and private organizations, and often requires outside funding from larger government agencies. However, the benefits of cleaning up and revitalizing brownfields are many:

- A reduction in blight and abandoned buildings
- Creates new tax revenues
- Stimulates employment and growth
- Decreases contact with contaminants for better public health
- Reduce stormwater runoff and water pollution
- Restores community pride

- Improves values of neighboring properties

There are a number of ways to remediate brownfields contamination that involve either removing contaminated soil and lands, or attempting to cap or seal the contaminated areas. However before any clean up can take place, the extent of the environmental contamination as well as the intended future use of a property must be properly understood. Clean up for a future industrial property does not need to be as extensive as a future residential property or park space where children will play. While over 600 properties in the City of Paterson are currently listed on the NJDEP's known contaminated sites list, neither the extent of the contamination nor estimates for the cost of clean-up are known for the majority of these sites. Further assessment is needed of most of the brownfields in the City.

Special attention should be placed on cleaning up any environmental contamination in the sites identified in the Land Use Element of this Plan as target opportunity sites for development. There are several contaminated sites located around the Paterson Great Falls National Historical Park. These properties should be given the highest priority in terms of pursuing remediation to prepare the area for future development. Second priority should be given to other sites within existing redevelopment areas.

18. **Increase Natural Disaster Resiliency** - As evidenced by recent hurricane and storm events, severe weather can substantially impact all areas of the City. The local economy is particularly affected as businesses can be shut down for weeks at a time as they incur flood damage, lose power, or lose their customer base. While this can be devastating in the short term for specific businesses, it also has long term economic development consequences in that resources are then devoted to restoring homes and businesses in

the City to their previous state, rather than using some or all of those resources to build or develop new opportunities and grow the community.

In this light it is important for the City to increase its resiliency to flood events from severe weather. This will ensure that the future progress will not be threatened by storm events, at least not those elements which are currently understood and can be mitigated.

A key to making the City more resilient economically to storm events is to remove homes and businesses from flood prone areas. Areas that regularly flood can cause pose health risks and environmental contamination as flood waters spread contaminants around, in addition to the economic impacts mentioned above. The Flood Hazard Map shows areas of the City which are prone to flooding. Areas such as those along the Passaic River, east of East Main Street in the Riverview neighborhood should be targeted for acquisition or land swaps, and as recommended in the Open Space and Recreation Element of this plan, converted to a park. In particular, the junk yards in that neighborhood pose special risks as the scrap metal and junked vehicles contain many chemicals that are then distributed throughout the neighborhood as well as into the Passaic River. The fewer homes and businesses in the City that are located within a floodplain, the less likely the City is to be effected by storm events in the future.

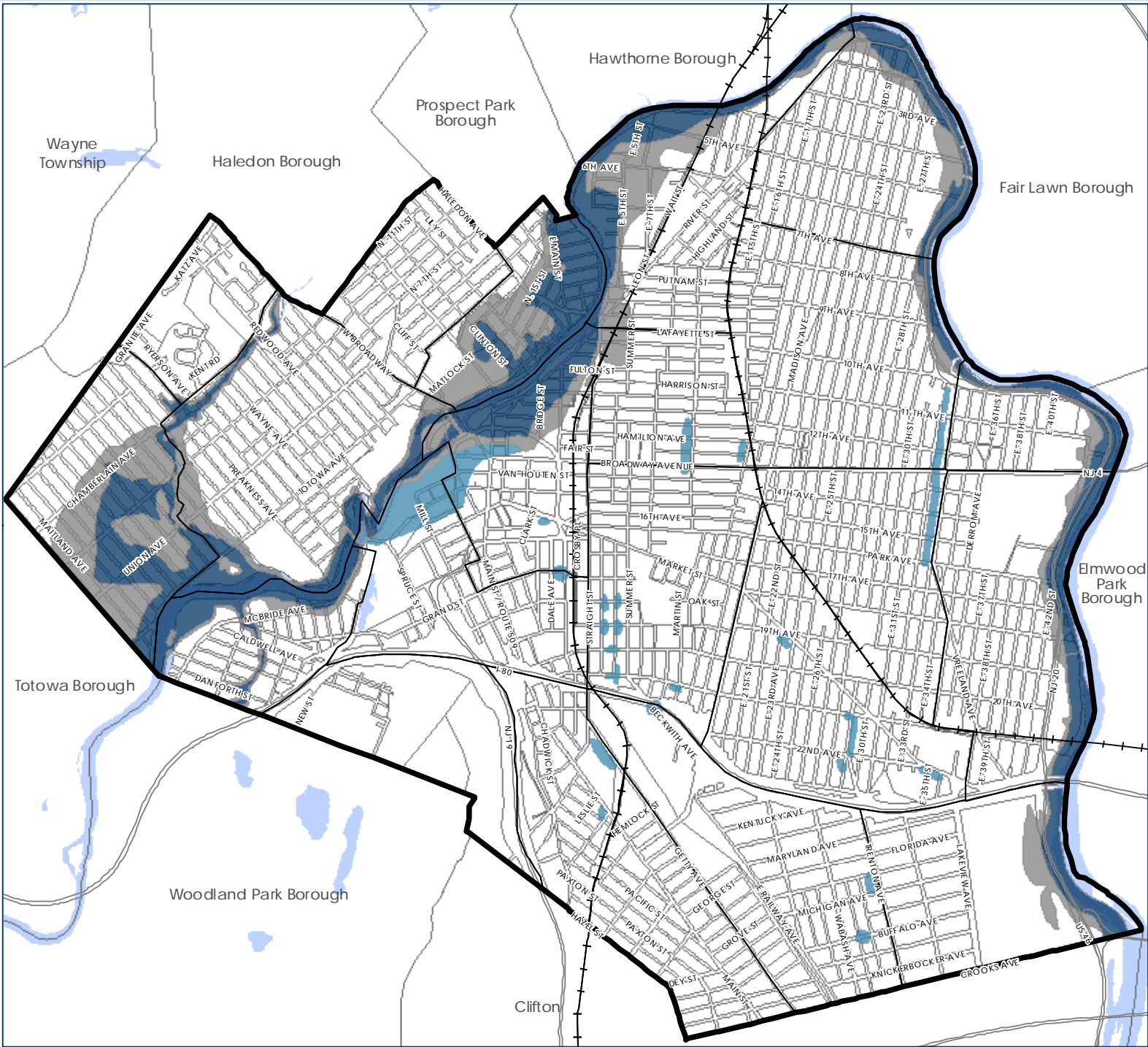
CITY OF PATERSON
Master Plan

Flood Hazard Map

- Flood Plain (as mapped by NJDEP)
- AE Zone: 1% Annual Chance of Flooding (100 Year Flood Zone)
 - AO Zone: 1% Annual Chance of Flooding Between 1-3 feet (100 Year Flood)
 - Shaded X Zone: 0.2% Annual Chance of Flood (500 Year Flood)



Source: NJGIN, NJDOT, NJDEP, NJ Transit





COMMUNITY FACILITIES ELEMENT

Introduction

Community Facilities are those structures, programs, and spaces in a city which are either publicly owned, or of general use and benefit to the community at large rather than to individuals or private groups. Community Facilities can have a significant impact on the quality of life for all residents of the City. These include schools, emergency service facilities, and social service programs and facilities. Even though they may not provide any tax revenues, they provide essential services and programs to residents without which communities would struggle to function. These facilities lay the foundation for building neighborhoods and strengthening communities.

The Community Facilities Element of the City's Master Plan is intended to make provisions for community facilities to serve the needs of the population of the City. The purpose of this Element is to ensure that the City has a comprehensive view of facilities rather than individual plans for each type of service or program offered. It is also the intent of this Plan to make all community facilities, existing and proposed, as accessible to residents as possible. This Plan is prepared in accordance with Municipal Land Use Law 40:55D-28(b)(6) which states:

“A community facilities plan element showing the existing and proposed location and type of educational or cultural facilities, historic sites, libraries, hospitals, firehouses, police stations and other related facilities, including their relation to the surrounding areas”

The primary goal for the City is to have a network of facilities that serve each neighborhood and community within the City, and to enhance the general quality of life for residents.

CITY OF PATERSON
Master Plan

Educational
Facilities

- Educational Facilities
- Passaic County Community College
 - Private School
 - Public School
 - Charter School
 - Preschool
 - Parks/Open Space



Source: NJDOT, NJDEP, 2012 MOD IV Tax
Assessment Data via NJGIN

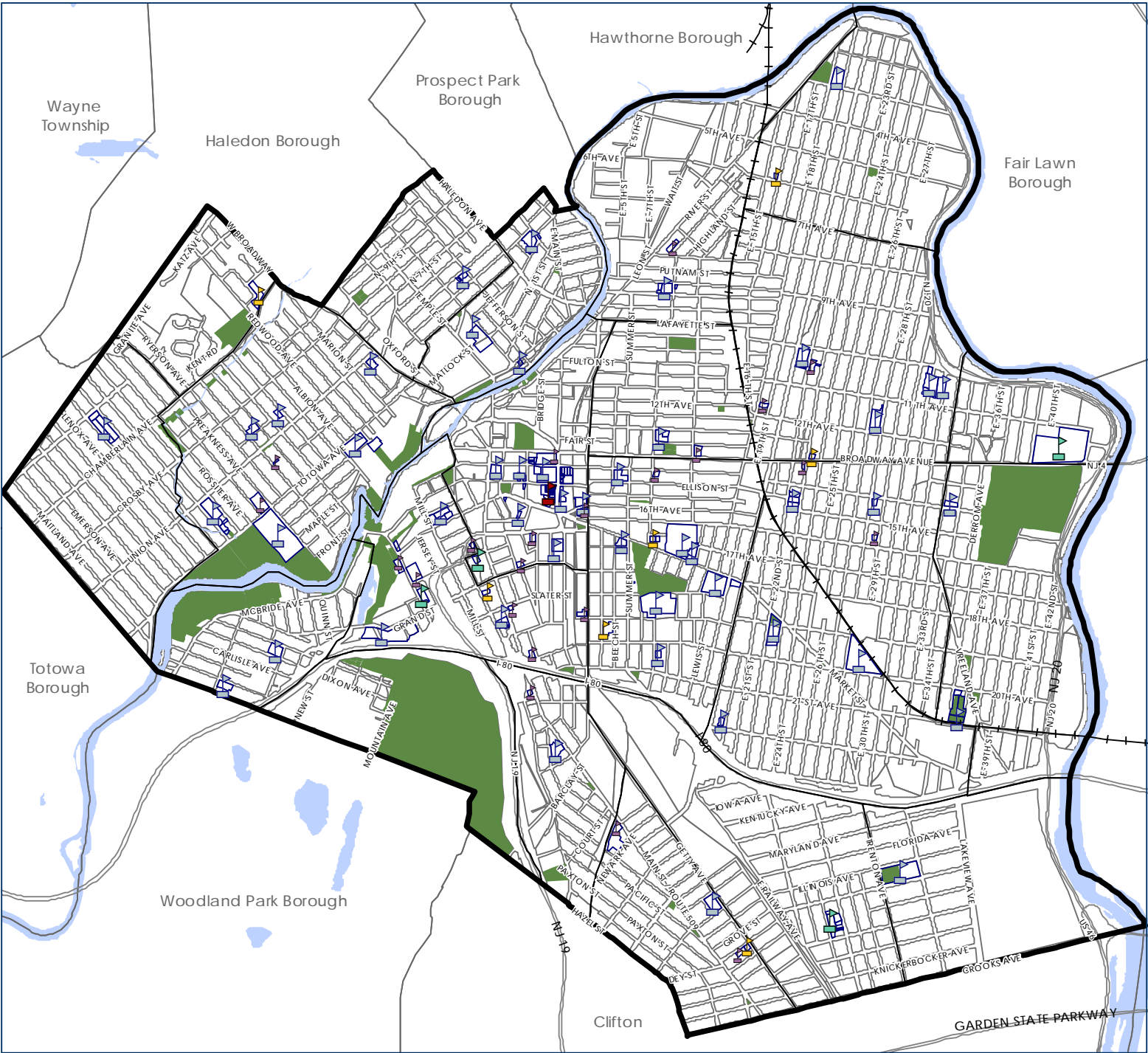


FIGURE 9.1

Existing Facilities

EDUCATIONAL FACILITIES

Educational facilities are often the most important community facilities within a municipality. Schools in many instances form the basis for community life. They can be a unifying factor when the children of disparate groups attend the same schools, placing children of different economic or social backgrounds in the same institution. Educational facilities are the bonds which bring many families together to work for the betterment of the community. All current educational facilities in Paterson can be seen on the Educational Facilities Map.

Public Schools

Currently there are 54 schools serving over 29,000 students within the Paterson Public School system, making the Paterson Public School District the third largest school district in New Jersey. The Paterson Public School District is what is referred to as an “Abbott District”. This means Paterson schools are considered a special needs district, and the State has taken over control of the District to help ensure that all students receive a satisfactory education under the New Jersey Constitution. The State assumed control of the district in 1991, when it was determined at that time that the education received by Paterson students was sub-standard and inadequate. The City’s Board of Education is currently working with the State in the process of returning control of the District to the local Board of Education.

There are 32 Elementary Schools in Paterson serving grades between Pre-Kindergarten and 8th grade. There are 4 Elementary Academies which serve kindergarten through 8th grade. There are also 31 State Mandated Preschool Centers in the City, 25 of which are National Association for the Education of Young Children (NAEYC) Accredited. These elementary schools and Pre-School Centers are scattered throughout the City.

Paterson Public Schools: Elementary Schools

School	Grades	Address
School No. 1	PreK-6	589 11th Avenue
School No. 2	K-8	22 Passaic Street
School No. 3	K-8	448 Main Street
School No. 5	1-8	430 Totowa Avenue
School No. 6	K-8	137 Carroll Street
School No. 7	5-8	106 Ramsey Street
School No. 8	K-8	35 Chadwick Street
School No. 9	K-8	6 Timothy Street
School No. 10	K-8	48 Mercer Street
School No. 11	1-8	350 Market Street
School No. 12	K-8	121 North 2nd Street
School No. 13	K-8	690 East 23rd Street
School No. 14	K-4	522 Union Avenue
School No. 15	K-8	98 Oak Street
School No. 18	1-8	51 East 18th Street
School No. 19	K-4	31 James Street
School No. 20	K-8	500 East 37th Street
School No. 21	K-8	322 10th Avenue
School No. 24	K-6	50 19th Avenue
School No. 25	K-8	287 Trenton Avenue
School No. 26	K-8	1 East 32nd Avenue
School No. 27	K-8	250 Richmond Avenue
School No. 29	K-4	88 Danforth Avenue
Roberto Clemente School	1-4	434 Rosa Parks Boulevard
MLK School	K-8	823 East 28th Street
Napier Academy (School 4)	5-8	55 Clinton Street
660 Early Learning Center	K	660 14th Avenue
Dale Avenue School	PreK-1	21 Dale Avenue
Edward W. Kilpatrick	K-5	295-315 Ellison Street
New Roberto Clemente	K-8	482-506 Market Street & Madison Avenue
St. Mary’s Early Learning Center	K	85 Sherman Avenue
Elementary Academies		
Alexander Hamilton Academy	K-8	11-27 16th Avenue
Don Bosco Academy	7, 8	202 Union Avenue
URBAN Leadership	1-5	112 North 5th Street
Gifted & Talented/P.S. 28	K-8	200 Presidential Boulevard



FIGURE 9.2

Paterson Public Schools: High Schools		
School	Grades	Address
<u>Eastside High School</u> <i>School of Information Technology</i> <i>School of Govt & Public Admin</i> <i>School of Culinary Arts, Hospitality, & Tourism</i>	9-12	150 Park Avenue
<u>John F. Kennedy High School</u> <i>STEM (Science, Tech, Engineering, Mech)</i> <i>ACT (Architecture, Construction, Trades)</i> <i>BTMF (Business, Tech, Marketing, Finance)</i> <i>SET (School of Education and Training)</i>	9-12	61-127 Preakness Avenue
International High School	9-12	200 Grand Avenue
Garrett Morgan Academy	9-12	200 Grand Avenue
Rosa Parks School of Fine & Performing Arts	9-12	413 12th Avenue
High School Academies		
Academy of Health Science (HARP)	9-12	175 Main Street
PANTHER Academy of Earth & Space Science	9-12	201 Memorial Drive
STARS Academy	9-12	765 14th Avenue
PSA Academy of Law and Public Safety	9-12	47 State Street
SBA Academy of Sports Business Administration	9-12	47 State Street
Alternative Education		
Destiny Academy	9-12	47 State Street
Great Falls Academy	9-12	11 22nd Avenue
Silk City 2000 Academy	9-12	151 Ellison Street
YES Academy	9-12	45 Smith Street
Paterson Adult & Continuing Education PACE	Adult	151 Ellison Street

There are ten high schools in the City, housed within four different buildings. The City also has five high school academies within the public school system, along with four alternative high schools for grades 9-12, and one adult & continuing education school. Eastside High School is 3 distinct schools in one building located on Park Avenue on the east side of the City, while JFK High School is the location of four different schools on the west side of the Passaic River. The International High School, and the Garrett Morgan Academy of Transportation and Engineering are both located in the same building on Grand Street just southwest of the downtown. The

Rosa L. Parks School of Fine and Performing Arts is the only high school which isn't considered an Academy or Alternative High School. An application, audition, and interview are all required in order to be accepted into the school.

The Public School System in Paterson has four Alternative Education Programs for high school students: Great Falls Academy, Silk City Academy, YES Academy, and Destiny Academy. The Public School System also has an Adult High School/G.E.D. program called PACE (Paterson Adult and Continuing Education).

FIGURE 9.3

Paterson Public Schools Enrollment Data-- Elementary and Intermediate Schools									
School Name	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Alexander Hamilton Academy	355	337	333	345	359	348	400	374	467
Build Academy	-	-	-	-	-	356	-	-	-
Dale Ave Elementary School	373	0	365	358	383	442	365	322	368
Edward W Kilpatrick School	353	398	446	450	412	421	429	437	430
Martin Luther King	1,171	1,103	1,085	942	858	910	878	831	861
New Roberto Clemente	-	-	-	-	811	813	821	799	749
Norman S. Weir	570	490	268	265	270	249	264	265	280
Number 1	301	288	291	292	308	293	301	280	307
Number 2	646	648	639	571	602	610	618	606	615
Number 3	466	459	452	421	431	449	448	466	458
Number 4/Napier School Of Tech	541	480	423	396	391	372	581	569	636
Number 5	1,109	1,146	1,111	1,078	1,019	1,042	1,228	1,424	1,470
Number 6/Acad Of Perf Arts	578	512	522	431	427	576	515	411	396
Number 7	245	229	251	263	276	288	259	251	266
Number 8	602	559	537	547	564	538	555	519	510
Number 9	1,201	1,172	1,188	1,216	1,223	1,239	1,250	1,295	1,279
Number 10	786	733	701	669	689	589	606	499	502
Number 11	360	326	309	313	297	173	178	217	-
Number 12	645	582	611	568	481	529	537	519	537
Number 13	830	786	783	783	729	611	569	588	614
Number 14	201	205	190	254	245	228	209	238	212
Number 15	1,017	991	896	797	850	825	775	715	811
Number 16	301	284	290	277	-	-	-	-	-
Number 17	142	155	165	151	167	-	-	-	-
Number 18	1,219	1,235	1,229	1,217	1,110	1,144	1,196	1,212	1,202
Number 19	415	384	385	359	372	350	374	351	527
Number 20	536	528	517	492	462	507	497	479	537
Number 21	785	790	751	689	700	691	661	705	692
Number 24	744	760	785	835	418	564	665	813	921
Number 25	726	688	687	686	612	667	690	656	692
Number 26	591	548	570	535	549	599	618	577	590
Number 27	902	852	875	933	970	930	898	863	842
Number 28	499	487	481	488	493	488	525	474	248
Number 29	335	341	335	315	303	333	332	324	311
Roberto Clemente	325	317	306	353	340	335	374	349	347
Urban Leadership Academy	-	-	199	194	198	173	164	149	145
District Total	26,256	25,308	24,950	24,087	23,507	24,080	24,394	24,257	24,572

SCHOOL ENROLLMENT DATA

School enrollment data from the New Jersey Department of Education for the last decade indicates a slight upward trend in the number of students enrolled in the City's public schools after a dip in the mid to late 2000's. This trend is consistent with both the Elementary Schools and High Schools within the City. This may indicate a more general population trend in the City rather than any indication that parents are choosing to send their children to City schools at different rates.

Source: New Jersey Department of Education Enrollment Reports

FIGURE 9.4

Paterson Public Schools Enrollment Data-- High Schools

School Name		2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Academy High School		-	-	-	1,113	934	1,011	1,200	888	130
Eastside High School		3,322	3,087	2,855	1,869	1,731	1,738	1,764	1,912	1,864
	School Of Information Technology	-	-	-	-	-	-	578	645	630
	School Of Culinary Arts, Hospitality And Tourism	-	-	-	-	-	-	603	642	581
	School Of Government & Public Administration	-	-	-	-	-	-	583	625	653
School Of Health Science (HARP)		-	-	-	-	-	-	-	265	273
International High School		-	-	182	181	388	388	358	386	515
John F. Kennedy High School		2,810	2,795	2,713	2,236	1,932	2,035	2,058	1,083	1,608
	School Of Education And Training	-	-	-	-	-	-	-	23	602
	School Of Business, Technology, Marketing And Finance	-	-	-	-	-	-	-	575	536
	School Of Architecture And Construction Trades	-	-	-	-	-	-	-	485	470
School Of Earth And Space Science (PANTHER)		-	-	-	-	-	-	-	226	228
Rosa L. Parks School Of Fine And Performing Arts		254	251	224	205	203	226	234	248	252
School Of Science, Technology, Engineering And Mathematics (STEM)		-	-	-	-	-	-	-	564	605
Youth Engaged In Success		-	-	-	-	-	-	-	108	275
Total		6,386	6,133	5,974	5,604	5,188	5,398	5,614	5,680	5,750

Source: New Jersey Department of Education Enrollment Reports

As shown in the School Enrollment Table, not all of the elementary schools have followed the general trend of a slight dip in attendance followed by a steady increase. Some schools have seen relatively flat attendance, such as School #18, School #3, and School #1 among others, while some schools have seen a steady decline in attendance, and yet others have seen dramatic increases in enrollment. Some of this is due to periodic restructuring of the schools, where capacity has been increased or decreased within the facility. Some of this fluctuation is also certainly due in part to the school choice system that the City affords families. Currently, parents are given the option to apply to have their children attend the school of their choice, rather than having their child assigned to the nearest elementary school. However, this program is limited to the capacity of each school, so not all students who request a particular school are guaranteed to be able to enroll at that school. Because of this system of school choice, there is pressure to increase capacity at higher performing schools, where demand is greater.

The public school system for high schools in Paterson is also a system of school choice, but in a different way from the way elementary and intermediate schools have a school choice program. Each high school within the City's school system is structured with a focus on a unique academic curriculum. Students entering high school after the 8th grade are asked to apply to three different schools, ranking them with a priority of 1-3 based on their personal preferences and their future goals. Students are then assigned to a school through a lottery process that weighs the rankings in their applications.

Data were not available prior to the 2011-2012 school year for each individual academy the way it is for elementary/intermediate schools, due to the way that enrollment statistics were reported at the time, so the High School Enrollment Table primarily illustrates the enrollments figures for each high school building rather than the schools within it. Given the school choice system of selecting

schools based primarily on the focus of the academic environment, it is likely that much of the fluctuation in school enrollments in high school is based on the preferences of students for a specific academic curriculum, and not necessarily based on the perceived quality of the school the way it may be for elementary schools.

PUBLIC SCHOOL CONSTRUCTION/DEMOLITION

The City's Board of Education adopted a Long Range Facilities Plan in 2007 to address the future needs of students in the City. The plan and accompanying documents create an inventory of existing school facilities in the City. While much of the Facilities Plan is devoted to alterations in the current use of existing facilities, such as converting spaces in existing schools to specialty school programs, new facilities are on the horizon as well. According to the Facilities Plan of 2007, the School district had a total of 3.9 million square feet of space in 54 schools. Some of these schools are proposed for expansion of their facilities to create new classrooms and other amenities, while others will be reconfigured.

Two new schools are proposed to be constructed and occupied by 2016 according to the State Department of Education, Office of School Facilities. These two schools will have a combined capacity of nearly 1,300 students, and provide 212,000 square feet of space.

- Marshall/Hazel Elementary on Marshall Street (650 students capacity)
- New Public School No. 16 on 22nd Avenue (641 students capacity)

Great Falls Academy, an alternative high school which was housed in Public School No. 16, has temporarily moved to a facility in Prospect Park. Paterson Public Schools along with the State are currently in the process of identifying a new location for Great Falls Academy, as well as potential locations for other new school buildings to help alleviate

the problem of overcrowding in the City's school facilities.

The School Systems 5 year plan identifies several other schools to be closed, however they are slated to be closed and reopened under new administrations. So essentially, for the purposes of this plan, these schools will be reorganized rather than closed as the facilities will remain the same.

EDUCATIONAL FACILITIES NEEDS ASSESSMENT

The State Department of Education, Office of School Facilities recently released a report outlining the needs of each of the school districts that are currently under state control. The '2013 Educational Facilities Needs Assessment and Educational Prioritization of School Facilities Projects for SDA Districts' report said Paterson Schools are currently over capacity by 2,271 students, and that over 40% of all students in the district attend schools of questionable building quality. The report also noted that many school buildings have electrical problems that prevent many technologies from being utilized. The study ranked schools in Paterson as being the fourth worst among the State controlled school districts in terms of overcrowding.

According to the report, a number of school buildings in Paterson were deemed to be of questionable quality, meaning that they are considered substandard in at least one of several ways. In terms of the report, "questionable" means that the building is either more than 60 years old and does not meet square footage per student requirements, is more than 100 years old and has not had a comprehensive renovation, or the building provides 25% less square footage per student as prescribed by state standards. The report notes the breakdown of the condition of school facilities in the Paterson School District in Figures 9.5 and 9.6.

FIGURE 9.5

Paterson School Building Quality		
	% of Total Students	% of Total Gross Square Feet
Appropriate Facilities	18.1%	22.1%
Marginal Facilities	39.2%	41.0%
Questionable Facilities	42.7%	36.8%

FIGURE 9.6

Paterson School Building Quality by School		
Appropriate	Marginal	Questionable
International High School	Academies at Eastside High School	Alexander Hamilton Academy
Panther Academy	Academies at JFK High School	Dale Avenue School
Public School Number 24	Public School Number 2	Kilpatrick Academy
Roberto Clemente (new)	Public School Number 4	Urban Leadership Academy
Norman S. Weir School	Public School Number 7	HARP Academy
Marshall (not yet constructed)	Public School Number 23	Academy High School
P.S. 16 (not yet constructed)	Public School Number 26	Public School Number 1
	Public School Number 27	Public School Number 3
	Public School Number 28	Public School Number 5
	Roberto Clemente (original)	Public School Number 6
	Martin Luther King Jr.	Public School Number 8
		Public School Number 9
		Public School Number 10
		Public School Number 12
		Public School Number 14
		Public School Number 15
		Public School Number 18
		Public School Number 19
		Public School Number 20
		Public School Number 21
		Public School Number 25
		Public School Number 29

As shown in the Building Quality Charts, there are many more schools in the City that are of questionable quality than are of appropriate quality. While much of this is due more to a system wide issue of overcrowding and lack of capacity, it does indicate that significant upgrades may be necessary for many of the school facilities in Paterson.

The Report also noted several projects that may help alleviate some of the overcrowding within the Paterson School District. Two of those projects are the Marshall/Hazel Street elementary school, and the proposed new P.S. #22, as noted above, which are already under construction. Also noted was a new proposed high school for Engineering and Technology, and another proposed K-8 elementary school for the City. The Marshall/Hazel Elementary School and P.S. 22 were included in the report's analysis, while the new high school and third new elementary school are considered to be priority facility projects by the State.

CHARTER SCHOOLS/PRIVATE SCHOOLS

Although the Charter Schools in Paterson are funded by the State and local tax payers, they operate independent of the local Board of Education. The Charter schools in the City are managed by a board of trustees who are authorized by the State Board of Education to supervise and control. The City of Paterson has four elementary charter schools and one charter high school.

There are also 3 private schools located in the City of Paterson, all of which have a faith based affiliation with the Catholic Diocese of Paterson.

Recently, the State has approved two new charter schools for the City of Paterson. Paterson Arts & Sciences Charter School will be a K-5 school for up to 540 students which will open this year, and Paterson Collegiate Charter School will serve up to 548 K-5 students, and is anticipated to open in the 2014-2015 academic year. A location has yet to be determined for the Paterson Collegiate Charter School.

The Catholic Diocese of Paterson has recently closed several schools within Paterson, including Paterson Catholic High School, St. George's School, St. Mary's School, and St. Joseph's school.

FIGURE 9.7

Paterson Private/Charter Schools		
School	Grades	Address
Charter Schools		
John P. Holland Charter School	K-8	190 Oliver Street
Community Charter School	K-4	75 Spruce Street
Paterson Arts & Sciences Charter School	K-5	151 East 33rd Street
Paterson Charter School for Science & Tech	K-6	276 Wabash Avenue
Paterson Charter School for Science & Tech	7-12	764 11th Ave (formerly Paterson Catholic High School)
Private Schools		
Blessed Sacrament School	PreK-8	277 6th Avenue
St. Gerard Majella School	PreK-8	10 Carrelton Drive
St. Anthony School	K-8	144 Beech Street



Passaic County Community College

COLLEGES AND UNIVERSITIES

The Main Campus of Passaic County Community College (PCCC) is also located in downtown Paterson, in multiple buildings just northeast of City Hall in the blocks between Market Street, Broadway, Memorial Drive, and Church Street. The College operates within over a dozen different buildings on these blocks. Over 13,000 students are currently enrolled in classes at the College, in both traditional classroom learning environments and online courses. PCCC offers associates degree and certificate programs in 60 different fields of study. Classes at the Main Campus are generally offered at all times, including nights and weekends. While enrollment in classes at PCCC is open to anyone, the majority of students are residents of Passaic County or towns in neighboring counties.

Passaic County Community College is currently in the process of expanding into two existing buildings south of the main campus along Market Street near the intersection with Memorial Drive. The College has also recently constructed a new academic hall on the corner of Memorial Drive and Ellison Street, which has sky-bridge connections to other buildings on the campus, and will connect to the new buildings to the south. The College also owns properties to the east of Memorial Drive, and currently uses them as parking lots for commuter students and faculty/staff. With recent trends towards higher enrollments in community colleges due to increasing costs of traditional four-year universities, the City should anticipate that PCCC will continue to expand its footprint in the downtown area.

PCCC also utilizes a facility at 218 Memorial Drive, as the Paterson Community Technology Center, where residents who are not students or staff at the College can utilize the resources of the School in order to help make Paterson a high tech City. The Tech Center provides a range of computer skill training and information technology training to residents and businesses alike.

MUNICIPAL FACILITIES

City Hall, located on Market Street, is perhaps the most prominent and important municipal facility within the City. City Hall is both a historic structure as well as the home of many City government functions. The building was originally constructed in 1895 in the Beaux-Arts style, and houses the City Council chambers, the mayor's office, and offices for acting Council members. Also located in City Hall are the City Clerk, Law Department, Business Administration, and Finance Department.

The Public Safety Complex, located at the intersection of Broadway and Church Streets in the downtown, is a recently constructed series of buildings that includes office space and a structured parking garage. The police department headquarters as well as municipal court functions are housed within this complex. Many City government departments are also located in this complex.

Other Municipal facilities include the City's cable television station, which provides public access broadcasts on Cablevision for local groups and government officials to spread specific messages or provide local news and educational programming. The City also houses some of its professional staff in a building located just behind City Hall, at 125 Ellison Street. The Division of Housing, Division of Cultural and Community Affairs, and the City's Historic Preservation Commission are located in this building, along with other City administrative functions.















Paterson City Hall

CITY OF PATERSON Master Plan

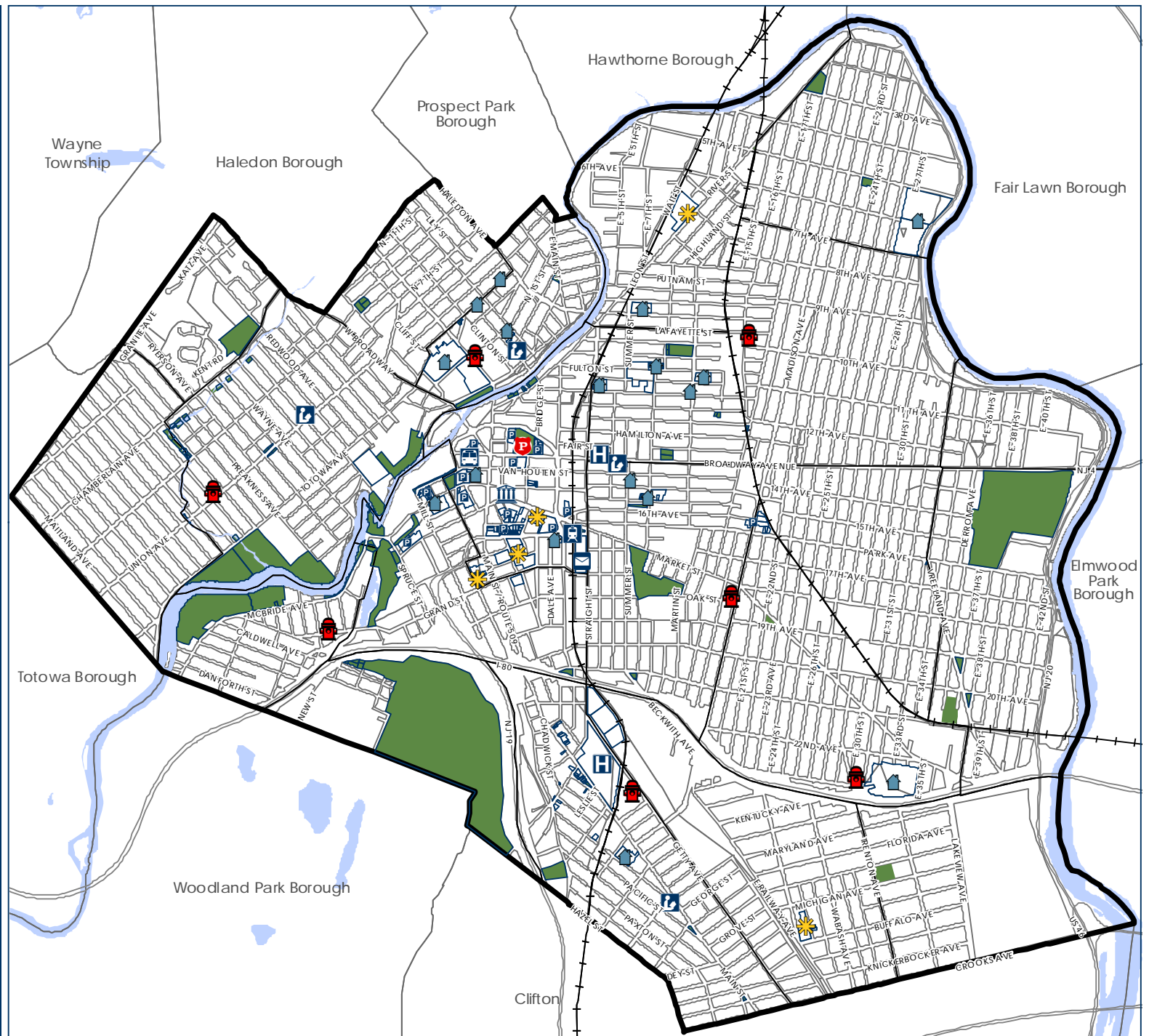
Community Facilities

Community Facilities

-  Train Station
-  Bus Terminal
-  Hospital/Medical Facilities
-  Post Office
-  City Hall
-  Police Department
-  Fire House
-  Library
-  Parking Authority Property
-  Housing Authority Property
-  County Facilities
-  Parks/Open Space



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Tax Assessment Data





EMERGENCY SERVICES

Fire Department/Emergency Medical Services

The Fire Department was founded in 1895. Currently, the fire department has a 400 person workforce, a fleet of 85 vehicles which include 7 pumper companies, 3 aerial ladder companies, 1 rescue company, 1 UASI (Urban Area Security Initiative) rescue company, a self-contained breathing apparatus mobile cascade vehicle, and various support vehicles. There were 7 fire houses in the City of Paterson which are manned 7 days a week, 24 hours a day. The Grand Street firehouse has recently been closed due to structural issues, leaving only 6 functioning firehouses in the City. A new firehouse is currently under construction on McBride Avenue to replace the Grand Street firehouse. The new firehouse, once complete will become the Fire Department Headquarters, as well as the offices for Emergency Management services.

The current Fire Headquarters is located on the corner of Madison Avenue and Market Street in the 5th Ward which also serves as the Tour Commander and Mobile Command Unit. The Lakeview Fire house, located on the boundary of the 6th and 3rd wards, serves as not only a firehouse but the Combustible Bureau also operates from within the structure. The Combustible Bureau is responsible for fire prevention inspections as well as fire investigation duties after the fire has been subsided.

The Emergency Medical Service for the City of Paterson has operated under the Paterson Fire Department since 1970. There are 4 ambulances which are staffed 24 hours a day, 7 days a week by NJ Certified Emergency Medical Technicians. The Fire Department has also maintained a Basic Life Support Ambulance service for over 30 years. The E.M.S. responds to over 25,000 incidents per year. The First Responder program in the City allows new recruits as well as veteran firefighters to become certified E.M.T.s which increases productivity and expands the

services of this Division. Automatic Defibrillators have recently been added to the Department's arsenal against heart attacks.

Police Department

The City of Paterson Police Department is located in the Public Safety Complex on Broadway in the heart of the Downtown area in the City, a few blocks north of City Hall. From this location all of the Police Department's operations are carried out. The Police Department currently does not operate any satellite offices or branch stations.

Crime statistics for the City indicate relatively high levels of crime, both violent and non-violent. Crime continues to be an issue for the City of Paterson that needs to be addressed.

The Police Department have identified through their "Blue Ribbon Report" that community policing efforts need to continue, as there exists a level of sentiment in the community that officers do not care about the neighborhoods they serve. It was stated on several occasions by residents during public meetings, that there is an issue regarding trust of the local police force.

FIGURE 9.8

Crime Index City of Paterson				
	Crime Indes	Violent Crimes	Non-Violent Crimes	Crime Rate/1000
2010	6,092	1,568	4,524	41.7
2011	6,228	1,493	4,735	42.6

Source: 2011 FBI Uniform Crime Report

FIGURE 9.9

Crime Statistics

	Murder	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Vehicle Theft
2010	18	44	769	737	1,493	2,330	701
2011	17	39	752	685	1,790	1,891	1,051

Source: 2011 FBI Uniform Crime Report

Hospitals

St. Joseph's Regional Medical Center is one of the most important facilities in the region, as the hospital treats over 1.6 million patients per year as of 2012. The hospital provides a wide variety of health services, including being a children's hospital and a state designated trauma center. The hospital has over 650 beds and 900 physicians on its staff. In addition to serving patients, St. Joseph's is the largest private employer in Passaic County, with over 5,000 employees, most of which are located in the main facility in South Paterson.

The Hospital is nearing completion of a recent 250 million dollar expansion and renovation of its campus. This renovation included construction of a new lobby and conference center, a new 1,100 space parking garage, and the construction of a new 183,000 square feet critical care facility, which will feature both adult and pediatric care facilities and surgery suites.

A hotel is currently proposed to be constructed near the parking garage adjacent to the hospital. The 17 story Hyatt hotel will include 130 rooms, conference and educational space, a full service restaurant, and retail space. The hotel would be the tallest building in the City, and the only hotel within 5 miles of the St. Joseph's Medical Center. The hotel is a joint project between Medical Missions for Children (MMC), Hampshire Companies, and Hyatt hotels. This hotel has recently been granted a \$105 million urban transit hub tax credit.

The former Barnert Hospital, located on Broadway in the

east side of the City, has closed and is now the Barnert Medical Arts Complex, housing medical offices and related facilities.

Libraries

In 2011, the Paterson Free Public Library conducted a 15-year Master Facilities Plan. The document outlines a series of recommendations to improve the library's existing facilities. A key recommendation of the document is the expansion of the Danforth Memorial Library to serve the needs of the surrounding community.

The Main Library, Danforth Memorial Library, is the City's largest and most significant library, as it is located in the heart of Paterson within the Downtown. Within this library is a permanent art exhibit, the Hobart Memorial Collection, which showcases American and European art from the 19th century, along with other sculptures and art work donated by others. Not only is this building rich in the content it stores, but the architecture of this building is also a significant historical landmark. It is New Jersey's oldest library, as it was built in 1905 by the architect Henry Bacon, who also designed the Lincoln Memorial in Washington D.C. The Danforth Memorial Library was added to the National Register of Historic Places in 1984.

The First Ward Library branch closed after Hurricane Irene in late August 2011 due to major flooding of the Passaic River. However, since it is still considered a significant landmark, it is shown on the Community Facilities map. The library has temporarily reopened within the Christopher Hope Center, at 60 Temple Street. The Christopher Hope

Center is owned by the City Housing Authority, and the library will occupy one room in the building.

The Totowa Branch, located in the 2nd Ward, is a significant use to its surrounding community, especially since the First Ward Branch has closed due to flood damage. This building resides on the corner of Union and Sheridan Avenues, servicing the communities located to the west of the Passaic River.

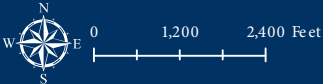
The final branch, Southside, is located in the 6th ward at the intersection of Main Street and Montclair Avenue. This branch serves the communities in the southern neighborhoods of the City, south of Interstate 80.

The 2011 Library Master Facilities states that the communities along the eastern border of the City, or within the 3rd ward, lack access to a library location. However, no new library facilities are planned at this time.

CITY OF PATERSON
Master Plan

Tax Exempt
Properties

- Tax Exempt Property
- Public Property
 - Parks & Cemeteries
 - Other Tax Exempt Properties
 - Housing Authority
 - Parking Authority



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Tax Assessment Data

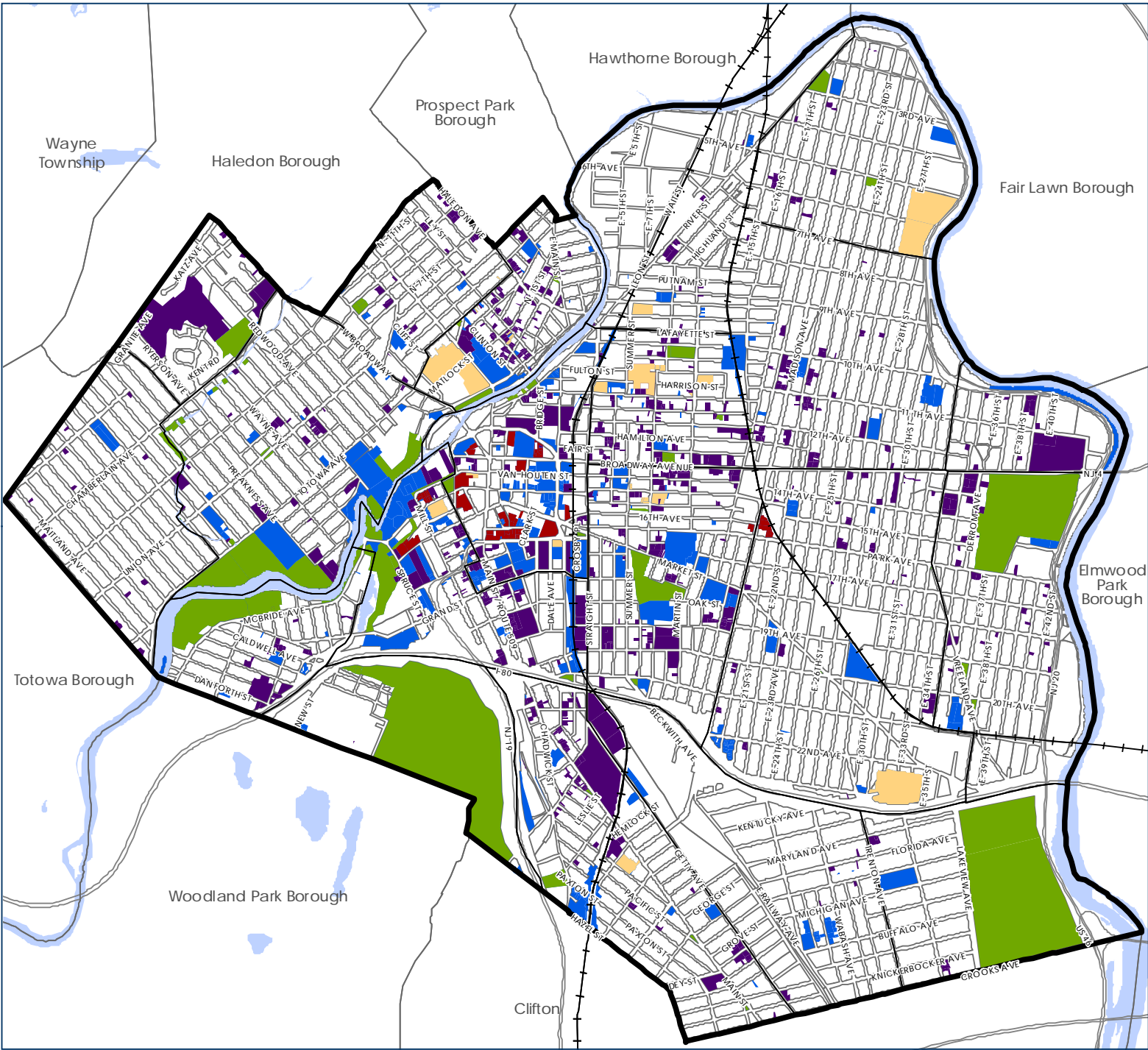


FIGURE 9.10

Paterson Housing Authority Properties

Address	Block	Lot	Size (Acres)
RR 37-85 MATLOCK ST	305	6	7.3
44 ARCH ST	209	15	5.6
46 ARCH ST	209	16	5.8
55 JEFFERSON ST	209	4	6.7
100 N 3RD ST	201	13	5.9
104 N 3RD ST	201	15	5.9
157 N 3RD ST	505	13	5.7
47 JEFFERSON ST	209	8	8.1
49 JEFFERSON ST	209	7	5.8
119-151 PRESIDENTIAL BLVD	306	1	4.9
416-462 5TH AVE	2507	13	10.1
416-462 5TH AVE	2507	13	7.1
188 GRAHAM AVE	3211	24	0.1
51-79 FRANKLIN ST	3010	1	1.8
161 FULTON ST	3111	18	5.9
159 FULTON ST	3111	19	4.9
157 FULTON ST	3111	20	4.9
155 FULTON ST	3111	21.01	4.9
69-83 STRAIGHT ST	3113	1	1.2
153 FULTON ST	3111	21.02	4.9
151 FULTON ST	3111	22.01	4.6
149 FULTON ST	3111	22.02	4.6
147 FULTON ST	3111	23.01	4.9
145 FULTON ST	3111	23.02	4.9
143 FULTON ST	3111	24.01	4.9
141 FULTON ST	3111	24.02	4.9
139 FULTON ST	3111	25.01	4.9
137 FULTON ST	3111	25.02	5.9
113-139 FULTON ST	3111	38	4.7
157-169 GRAHAM AVE	3210	1	1.2
199-213 CARROLL ST	4207	1	1.1
214-216 CARROLL ST	4315	14	8.7
208-212 CARROLL ST	4315	13	0.1
79 PEARL ST	4315	15	5.8

Address	Block	Lot	Size (Acres)
77 PEARL ST	4315	16	0.1
44-66 VAN HOUTEN ST	4502	2	0.4
293 SUMMER ST	4306	24	0.1
291 SUMMER ST	4306	25	0.1
289 SUMMER STREET	4306	26	0.1
10-34 ELLISON ST	4607	3	1.9
255-271 ATLANTIC ST	5605	26	1.9
158-172 WARD ST	6213	1	0.6
259-275 ALABAMA AVE	7505	15	12.3

Figure 9.11

Paterson Parking Authority Properties

Housing Authority

The Paterson Housing Authority (PHA) has 8 Public Housing complexes, 6 of which are restricted to senior residences only. The largest complex, Riverside Terrace Family Residence, is the oldest complex and is in need of revitalization, as it is considered a severely distressed site by the US Department of Housing and Urban Development (HUD). See Housing Element for further discussion of Low-Rent public housing programs in the City offered by the Housing Authority. The PHA also owns numerous other properties throughout the City.

In addition to the public housing complexes in the City, the Housing Authority also owns other properties in the City. As shown in the Tax Exempt Properties Map, properties owned by the Housing Authority are generally located in the central areas of the City in the First Ward and the Fourth Ward, while several other housing sites are on the periphery of the City.

Parking Authority

The Paterson Parking Authority is a public entity which is governed and operated independent of the City's municipal government. The parking authority owns and operates 19 parking facilities, which totals approximately 5,000 parking spaces. Most of these facilities, which include both surface lots and structured parking garages, are located in and around the downtown, where the demand for off-street parking is highest. These off-street parking facilities help alleviate traffic congestion and improve the movement of traffic within the City.

The Parking Authority is one of the largest property owners in the City of Paterson. Aside from the parking facilities, the Paterson Parking Authority owns other properties in the City. Recently, the Parking Authority has acquired property around what would be the Madison Avenue stop of the proposed Passaic/Bergen Light Rail restoration

Address	Block	Lot	Size (Acres)	Address	Block	Lot	Size (Acres)
125-133 BROADWAY	3709	3.01	0.1	14-15 MARKET ST	4609	13	0.2
125-133 BROADWAY	3709	3.02	0.1	37-39 SMITH ST	6203	14	0.2
125-133 BROADWAY	3709	3	0.4	143-173 WARD ST	6204	2	1.9
117-125 MEMORIAL DR	3709	1.01	0.8	41-43 SMITH ST	6203	13	0.2
287-289 PARK AVE	3818	6	0.1	91 WARD ST	6220	24	0.1
285 PARK AVE	3818	7	0.1	79 WARD ST	6220	28	0.1
281 PARK AVE	3818	8	0.1	83 WARD ST	6220	26	0.1
741-745 MADISON AVE	3818	4	0.4	93 WARD ST	6220	23	0.1
733-739 MADISON AVE	3818	3	0.4	95 WARD ST	6220	22	0.1
731 MADISON AVE	3818	2	0.2	97 WARD ST	6220	21	0.1
742-748 MADISON AVE	4214	5	0.3	99 WARD ST	6220	20	0.1
253 MARKET ST	4311	3	0.5	101 WARD ST	6220	19	0.1
28-44 VAN HOUTEN ST	4502	1	1.5	103 WARD ST	6220	18	0.1
104-116 BROADWAY	4402	7	0.9	297-305 MAIN ST	6220	29	0.5
9 VAN HOUTEN ST	4602	6	0.1	105 WARD ST	6220	17	0.1
25-29 W BROADWAY	4504	2	0.3	36-40 CLARK ST	6220	16	0.1
15-17 MARKET ST	4609	12	1	89 WARD ST	6220	25	0.1
27-33 BROADWAY	4504	13	0.2	40-42 SMITH ST	6220	11	0.1
25 BROADWAY	4504	14	0.2	44 SMITH ST	6220	12	0.1
23 W BROADWAY	4504	3	0.1	46 SMITH ST	6220	13	0.1
9 ELLISON ST	4602	11	0.1	28-30 CLARK ST	6220	14	0.1
11 ELLISON ST	4602	10	0.1	23-29 VETERANS PL	6203	15	0.4
13 ELLISON ST	4602	9	0.1	22 SMITH ST	6220	7	0.1
3-4 MILL ST	4602	16	0.1	24 SMITH ST	6220	8	0.1
15 ELLISON ST	4602	8	0.1	30-34 SMITH ST	6220	9	0.2
17 ELLISON ST	4602	7	0.1	36-38 SMITH ST	6220	10	0.1
1-2 VAN HOUTEN ST	4602	1	0.1	12-36 VETTRAN'S PL	6202	5	0.7
3-4 VAN HOUTEN ST	4602	2	0.1	174-176 MARKET ST	6203	5	0.1
54-56 ELLISON ST	4605	3	1.5	301 MAIN ST	6220	1	0.1
5-6 VAN HOUTEN ST	4602	3	0.1	301 MAIN ST	6220	2	0.2
7 VAN HOUTEN ST	4602	4	0.1	16 SMITH ST	6220	4	0.1
58-60 ELLISON ST	4605	1	0.1	18 SMITH ST	6220	5	0.1
8 VAN HOUTEN ST	4602	5	0.1	20 SMITH ST	6220	6	0.1
14 MARKET ST	4609	14	0.8				

project. This property was acquired in the hopes of constructing transit oriented development projects around the proposed station. All Parking Authority properties can be seen in the Tax Exempt Properties Map.

Federal Facilities

There are two Federal facilities within the City of Paterson. The U.S. Post Office located just east of the Ward Street Train Station is one of these facilities. At this postal facility, most every service provided is offered, from mail pick-up and delivery, to packaging services, business services, and money orders.

The buildings at Federal Plaza, located on Clark Street between Ward Street and Market Street are the other facilities. Within these buildings is an Internal Revenue Service (IRS) office, as well as a regional Social Security office. All business concerning the IRS or the Social Security office can be conducted within these facilities.

County Facilities

The City of Paterson is the county seat for Passaic County, thus the majority of county offices reside within the City. Most County facilities are located in the downtown of the City, along Hamilton Street, and near Grand Street just west of the Ward Street Station. The County Facilities Master Plan identifies the properties which can be seen in Figure 9.12 as County facilities in Paterson.

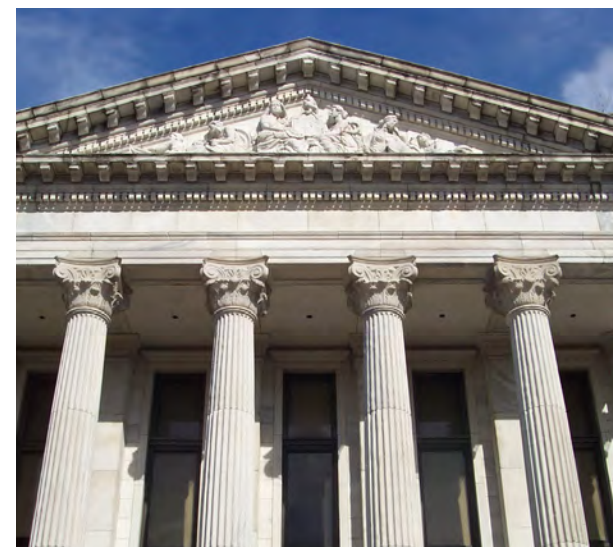
The County Administration Building is the primary building within the City for County functions. It houses the county administrator, county clerk, county counsel, engineering department, finance department, human resources, the Prosecutor's Office and the Treasurer. The County Court House Complex nearby the Administration Building hosts the County Surrogate, Sheriff's Office, County Court House, and the Superior Court. The County Jail is also located nearby. Other facilities are scattered

FIGURE 9.12

County Facilities in Paterson	
Facility	Address
Administration Building	200 Grand Street
District Courthouse	71 Hamilton Street
Courthouse Annex	65 Hamilton Street
New Courthouse Complex	77 Hamilton Street
Martin Luther King Building	80 Hamilton Street
Hamilton Plaza	100 Hamilton Plaza
Watson Building	Dale Avenue
Lambert Castle	3 Valley Road
County Jail/Public Safety Complex	11 Sheriff's Plaza
Parking Garage	10-14 Spring Street
Paterson Roads Garage	307 Pennsylvania Avenue
Paterson Roads Garage	61-75 Columbia Avenue
Nutrition Site (Senior Services)	510 E.27th Street
Nutrition Site (Senior Services)	930 Main Street
Nutrition Site (Senior Services)	90 Martin Street
Nutrition Site (Senior Services)	185 Carroll Street
County Procurement Center	495-501 River Street
Public Buildings Garage	42-60 Columbia Avenue
Public Buildings Garage	68-70 Lehigh Avenue
PC One Stop Career Center	200 Memorial Drive



Federal Building in Paterson



Passaic County Court House

throughout the City. These facilities include garages for the Public Works department, the, The County Health Department, as well as shared office space for nutrition centers offered by the Department of Nutrition Services.

Outside of the downtown, the County has a facility near Lambert Castle, at 3 Valley Road on Garrett Mountain Reservation, which houses a number of facilities for the County Sheriff's office, such as the Canine Unit, the Motor Pool, and a shooting range.

In addition to these facilities owned by the County, there are several spaces that are leased by the County where various services are provided. The County occupies 13,000 square feet within Hamilton Plaza where the Housing Authority is located, while Probation Services are offered through space leased in the Watson Building on Dale Avenue just south of the downtown. Also located in the Watson Building is the County's Health Department. The County also leases over 100,000 square feet of space in a building in the north of the City on River Street for use as its Procurement Center and Purchasing Department.

The One Stop Career Center at 200 Memorial Drive is a training center run by the Passaic County Workforce Development Center which assists the unemployed, unskilled and displaced individuals to function effectively in the workplace.

Community Centers

Several local non-profit organizations such as New Jersey Community Development Corporation (NJCDC) operate community centers within the City. NJCDC operates the Great Falls Teen Center, while other organizations such as the Young Men's Christian Association (YMCA) also operate facilities in the City and offer programs to local residents and youth. The Board of Education also has

several programs using school facilities as teen centers during after school hours. These facilities and programs serve as safe places where youth and teens can go for positive development and after-school activities.

Riverside Vets Community and Recreation Center on Fifth Avenue is a City run facility that provides recreation opportunities for residents, and includes a swimming pool that is open to the public.

School Number 5, New Roberto Clemente School, and Napier School of Technology have all recently been designated as "community schools" through a grant from the U.S. Department of Education, which provided funds for the Paterson Public School district to use these facilities for a number of community functions. These schools also function as community centers and service centers during non-school hours. The functions performed at these locations include:

- Remedial education
- Family engagement programs
- Youth mentoring programs
- After school programs
- Community service opportunities
- Job training and career counseling
- Nutrition services
- Primary health and dental care
- ESL (English as Second Language) training

Cultural Facilities

The Paterson Museum, located near the Great Falls in the restored Thomas Rodgers Locomotive Erective Shop on Market Street, serves as a museum of the industrial heritage of the City. The museum houses several exhibits showcasing early industrial machinery used in Paterson, such as those used to weave and dye silk, manufacture firearms, as well as the first submarine. The museum also regularly features travelling exhibits, and provides guided tours and educational classes.

The Great Falls Historic District Cultural Center, which is a division of the Paterson Museum, is located across McBride Avenue from Overlook Park, and serves as a small cultural museum and historic tour center for the Paterson Great Falls National Historical Park.

Lambert Castle, which was originally built as a private residence for a prominent citizen of the City, is located on Garrett Mountain overlooking Paterson. The castle is now home to the Passaic County Historical Society, and serves as a museum and art gallery.

Although it does not currently have a home, there have been several proposals to locate a New Jersey Railroad and Transportation Museum within downtown Paterson. In 1995, the City proposed several locations for the museum in a bid to host the museum, but was unsuccessful. Currently, the museum is still searching for a permanent home, and there are still several sites in Paterson that would be suitable locations, such as the stretch of land adjacent to the railroad just south of the Ward Street Station. The purpose of the museum would be to house historic transportation infrastructure such as rail cars and locomotives, as well as other memorabilia.

Community Facilities Recommendations

1. **Restore Hinchliffe Stadium** – Currently historic Hinchliffe Stadium is owned by the Board of Education, and there are plans to revitalize the stadium to return it to use as an athletic facility. The revitalization and reuse of Hinchliffe Stadium should be a high priority for the City, as it could serve as a focal point of historic preservation, and a building block for the community, while also providing much needed recreation space.
2. **Revitalize and Reuse Paterson Armory** – Much like Hinchliffe Stadium, the Paterson Armory is a City owned facility that should be revitalized and reused as a community athletic and recreation facility, or a skills training facility. Restoration of the Armory can serve as both a community asset for neighborhood building and serve as a symbol of the City's commitment to historic preservation.
3. **Relocate the First Ward Branch Library** – The City needs to construct a new library for the First Ward to replace the old branch library that has been closed. While the new location in the Christopher Hope Center is a temporary fix, a new permanent home for the Library will need to be found. Possible locations for a new branch library should be considered from those properties identified in the First Ward Redevelopment Plan as properties to be acquired. Several of these properties are centrally located and would be large enough to accommodate a branch library. In particular, the areas zoned for neighborhood commercial use along Haledon Avenue would be an ideal location.
4. **Consider a New Eastern Branch Library** – The City and the Library system should consider locating a new branch library in one of the eastern neighborhoods of the City which are currently underserved by the existing library facilities. A relatively small facility such as the South Paterson branch could be very beneficial to residents of the eastern neighborhoods

of the City. A potential location for a branch library could be along Park Avenue near the intersection with Vreeland Avenue.

5. **Develop Resource Centers** – There is a need for community services to provide resources for residents such as computers and career training. This should be done in coordination with the libraries and the school system, as well as Passaic County Community College and other workforce development centers. A new branch library in the First Ward could serve this function for residents in those neighborhoods.
6. **Address Inadequate School Facilities** – The City must should with the Board of Education and the State Department of Education to ensure that the facilities needs of the City's schools are met. According to the DOE report regarding school facilities in Paterson, there is currently an overcrowding or deficient capacity of 2,271 students in the City school buildings. This means that new school facilities will need to be constructed and existing facilities upgraded and possibly expanded. The City will need to coordinate land use with the need for new school facilities.

The Board of Education along with the State should make efforts to achieve a high standard of green building development in all City schools. New school facilities should not only be constructed to meet the demands of overcrowded existing facilities, but to be on display as models for environmental and social sustainability. This means implementing green building techniques as outlined in greater detail in the Sustainability Element, but also by attempting to be inclusive of the needs of the greater community beyond the students who will attend the school.



The Paterson Museum



Kensington High School Green Design,
Philadelphia



HARP Academy



Multi-Purpose Municipal Facilities

7. **Relocate HARP Academy** – Currently the City’s health sciences high school, HARP Academy, is located in a leased space in a building downtown on Main Street. Paterson Public Schools have indicated that it would be beneficial if HARP Academy were to be located nearer to St. Joseph’s Medical Center. The City should assist the Board of Education in finding a location for HARP in South Paterson near the hospital, rather than in downtown. A site within the Area 11 Rehabilitation Area should be considered. Currently, the school occupies approximately 60,000 square feet of space, and would require an equal or greater amount of space elsewhere. The former Continental Can site on Getty Avenue could easily accommodate the school as a part of a redevelopment plan. One of the existing mill buildings on Courtland Street just south of the hospital could also be a potential location for HARP, as an adaptive reuse of an existing structure. If a suitable location near St. Joseph’s Regional Medical Center cannot be found, a site near the former Barnert Hospital, now the Barnert Medical Arts complex may be a potential alternative.
8. **Improve Community Centers** – The City should partner with the school system and the local non-profit community to ensure that the needs of youth, seniors, and other residents are met, and to promote and enhance the existing community facilities provided by these organizations.
9. **Maintain Existing Facilities** – The City should maintain and upgrade the amenities at existing community facilities. Care needs to be taken to ensure that existing resources for residents do not fall into a state of disrepair, and they are in a condition so that they can be fully utilized.
10. **Provide for Flexibility** – The needs of residents for community facilities can change quickly. For instance, the role of a library has changed dramatically. Where once libraries were seen

primarily as places to find books and periodicals, they now serve many functions for the community, including providing access to computers and other electronic research materials. The greater amount of flexibility that each community facility offers, the greater potential it will have to suit the evolving needs of the community. Flexibility should be a key emphasis for all facilities in the City.

11. **Utilize Municipally Owned Properties** – The City should place an emphasis on using municipally owned properties for multiple purposes where feasible. The Housing Authority, Parking Authority, and Board of Education are among the most prominent land owners in the City, and their properties could potentially be put to use for a variety of purposes. The City should encourage co-location of facilities such as community centers, schools, athletic fields and playgrounds, and other such spaces. In particular, some of the properties owned by the Parking Authority should be reviewed and evaluated as to whether or not they might be put to better use than as a parking lot.
12. **Support St. Josephs Regional Medical Center** – The City should continue to assist St. Joseph’s hospital in any potential future expansions or renovations to its existing facilities in South Paterson. The medical center is one of the City’s greatest assets and generators of local employment, in addition to providing a vital community need in health care services. St. Joseph’s provides City residents with almost immediate access to a range of healthcare services, including primary care and emergency services.
13. **Support Passaic County Community College** – It is likely that in the near future, PCCC will wish to further expand its campus in downtown Paterson, as well as upgrade their existing facilities on campus. This may mean that the College will look to acquire more properties in the area. The City should help facilitate any expansion or upgrading

of facilities for the College. The City should also consider partnering with the College to help upgrade other community facilities that might be able to be used by both PCCC students as well as Paterson residents. Facilities such as Danforth Memorial Library, which is only a few blocks from the College, could potentially be one such facility. The College should also be viewed as an economic development opportunity for the City. The College will continually bring students, faculty, and other staff and employees into downtown Paterson that could potentially stay downtown for longer than just attending classes. This could also be seen as a potential boon to train ridership at the Ward Street Station.

If the College is to expand, the City should encourage new construction or rehabilitation of existing buildings to be considerate of the City's urban context and street life. For instance, recent construction by the College created sky bridges connecting the parking garage with buildings located across the street. This removes pedestrians from the streets, which is crucial for providing a lively and safe environment for everyone.

14. ***Consider Establishing Neighborhood Police Precincts*** – Further study and coordination with the Police Department may be required to determine the feasibility and efficacy of potentially decentralizing some police functions, or establishing branch offices outside of main headquarters downtown. With a certain amount of mistrust of local police officers being noted by residents both during the public outreach process for this plan, as well as in the Police Department's Blue Ribbon Report, it may be beneficial to create neighborhood based police centers within different neighborhoods to help establish a presence in these neighborhoods and help build trust in the community.

A black and white photograph of a steam locomotive, number 299, on a railway track. The locomotive is a tank engine with a large horizontal boiler, a tall smokestack at the front, and two large cylindrical water tanks mounted on top. The front of the boiler has a large circular door with many bolts. The locomotive is on a track with gravel ballast. In the background, there are some buildings and a car. The text "CIRCULATION ELEMENT" is overlaid in a dark blue banner across the middle of the image.

CIRCULATION ELEMENT

Introduction

The Circulation Element of the Master Plan is intended to provide guidance to the City in regards to the provisions for facilitating the movement of goods and people within and around the City of Paterson. This element is prepared in accordance of the NJ Municipal Land Use Law, which states that a Circulation Element may be prepared as a portion of a municipal master plan, 40:55D-28.b(4) states:

“A circulation plan element showing the location and types of facilities for all modes of transportation required for the efficient movement of people and goods into, about, and through the municipality, taking into account the functional highway classification system of the Federal Highway Administration and the types, locations, conditions and availability of existing and proposed transportation facilities, including air, water, road and rail;”

The City of Paterson has a developed circulation network consisting of mass transit (buses and rail), sidewalks on almost every street for pedestrian circulation, and a paved roadway network. The City and Passaic County have also begun a ‘Complete Streets’ initiative which seeks to expand the multi-modality of circulation options by adding additional bikeways on City and County streets, ensuring adequate access for pedestrians and people with disabilities, as well as accommodating public transportation within a public right-of-way. The general principles guiding this circulation element are as follows:

- To ensure that circulation is viewed through a Complete Streets mindset that considers the needs of all users of roadways and travelers using alternate forms of transportation.
- To ensure that circulation and transportation needs are integrated into the City’s land use plan in a manner that accounts for public transit options, available offsite parking via the Paterson Parking Authority (PPA), bicycle and motorcycle parking options, and pedestrian accessibility and walkability.

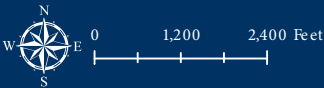
- To ensure that the City transportation system is in line with the current and future needs of the community.
- To provide sufficient and convenient parking for the Paterson Great Falls National Historical Park.
- To improve way-finding and navigability of the City’s transportation network.

This Circulation Element relies heavily on comprehensive studies that have been performed over the last five (5) years, particularly the 2010 City-Wide Transportation Needs Assessment. These studies provide specifics as to circulation issues, and propose solutions for those issues. However, these issues and their respective solutions have not been transformed into an implementation plan with a designated City Department and/or person that is responsible for integrating resolution of these solutions into the overall City workflow and improvement plans. Consequently, the Overview of Existing Conditions and the Recommendations of this Plan are outlined in the subsequent sections of this Circulation Element.

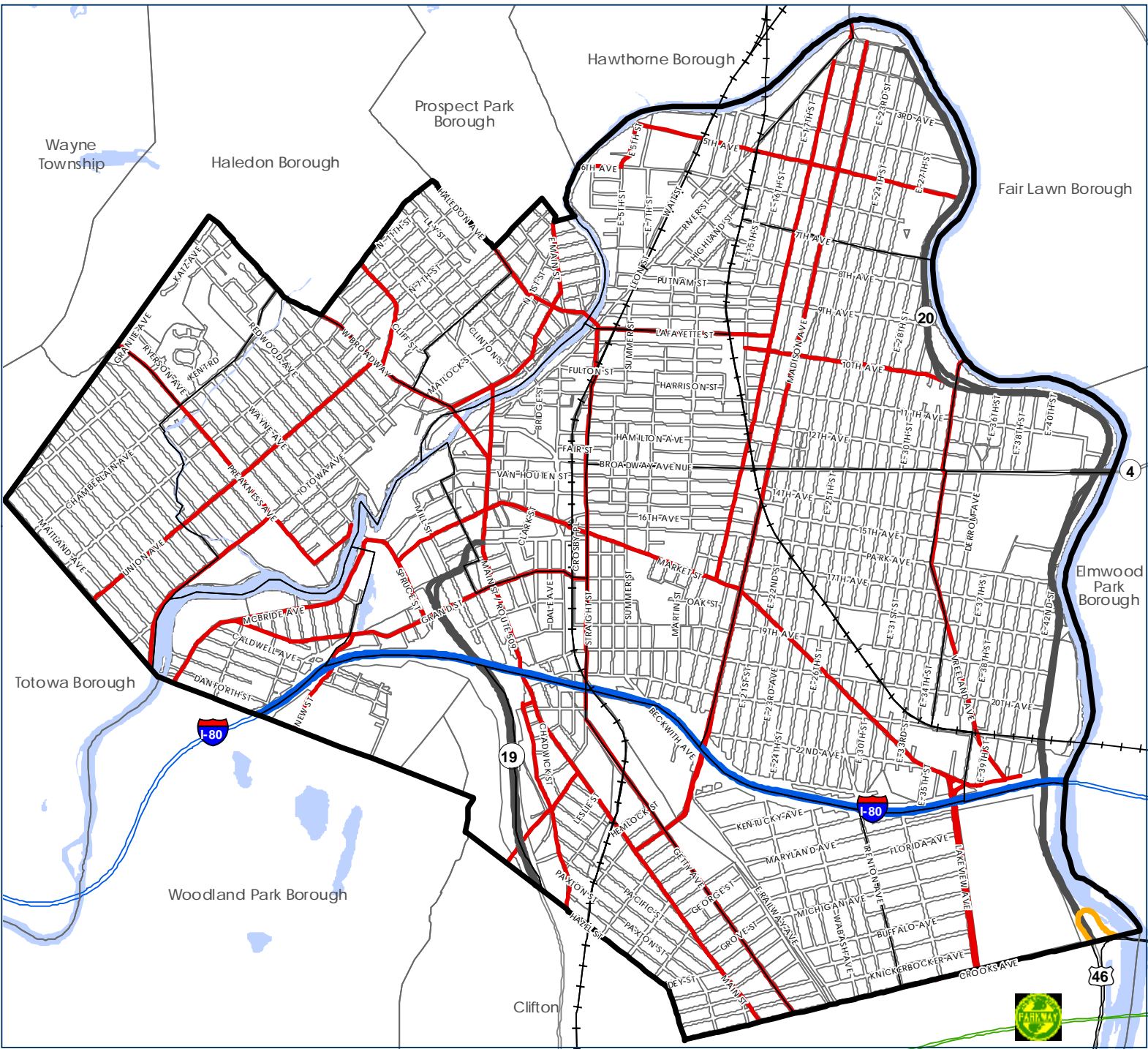
CITY OF PATERSON
Master Plan

Roadway
Jurisdiction

- Roads
- Interstate
 - U.S. Highway
 - State Highway
 - County Route



Source: NJGIN, NJDOT, NJDEP, NJ Transit



Existing Circulation Conditions

ROADWAY NETWORK

The City of Paterson has a developed roadway network that serves the community and the adjacent land uses. The extensive network consists of major state highways, major and minor arterials (many under County jurisdiction), collectors, and local streets. As shown in the Roadway Jurisdiction Map, most of the major thoroughfares within the City are either State or County Roads, the notable exceptions being Memorial Drive and Broadway, which are City streets.

The City's roadway network is essentially a traditional street grid providing local service and access, while County, State, and Federal highways provide access to destinations outside the City limits. There is only one Federal Interstate Highway which runs through the City, Interstate 80, which is a limited access highway which has several exits in Paterson and runs from where it merges with the New Jersey Turnpike/Interstate 95 near the George Washington Bridge, west all the way through Pennsylvania and Ohio. Travelling east on I-80 provides the most direct vehicular access to New York City from Paterson. There are two prominent State highways which provide access to Paterson as well. State Route 19 connects downtown Paterson to the Garden State Parkway, which is just south of the City in Clifton, and Route 20 runs parallel to the Passaic River on the east side of the City, and also connects to the Garden State Parkway just south of the City. The majority of the other highly trafficked arterial streets within the City are County roads.

PUBLIC TRANSPORTATION

Mass Transit - Commuter Rail

The Ward Street Train Station is currently the only commuter rail station in the City of Paterson. The station, which is just east of the downtown of the City, is one stop on NJ Transit's Main Line. The Main Line shares much of its tracks with the NJ Transit Bergen County Line, and the two are often referred to as the Main/Bergen Line. The Main/Bergen Line connects points in Bergen and Passaic County with Secaucus and Hoboken on one end, and Orange County and Rockland County in New York State on the other end. From either Secaucus or Hoboken, riders from Paterson can transfer to other trains to access Manhattan and the rest of the New York City public transportation system or the Port Authority Trans-Hudson (PATH) to access points in Manhattan, Jersey City, or Newark. In Secaucus, riders can also transfer to the Amtrak Northeast Corridor Line, which runs between Washington DC and Boston. On the north end of the line, in Suffern, riders can transfer to the MTA Port Jervis line to access stops in New York State. The stops on the Main Line/Bergen County Line include:

- Suffern (transfer to MTA Port Jervis Line)
- Mahwah
- Ramsey (Route 17)
- Ramsey
- Allendale
- Waldwick
- Ho-Ho-Kus
- Ridgewood
- Glen Rock
- Hawthorne



Ward Street Train Station

- Paterson
- Clifton
- Passaic
- Delawanna
- Lyndhurst
- Kingsland
- Secaucus Junction (transfer station NJ Transit)
- Hoboken (transfer to NJ Transit, Hudson/Bergen Light Rail, or PATH)

As of 2011, the Ward Street Station in Paterson had 631 average weekday boardings, which is the tenth highest rate of passenger boardings on the Main/Bergen line. Although the station has seen dramatic increases in ridership numbers during the past decade, the numbers still are relatively low, considering that Paterson has the third largest population in the State. In comparison, Ridgewood, a small town north of Paterson with approximately 15% of the population of Paterson, had more than double the amount of riders.

FIGURE 10.1

Average Weekday Boardings		
MLBC Stop	2011 Passenger Boardings	Ranking
Ridgewood	1,457	1
Radburn	1,413	2
Rutherford	1,017	3
Paterson	631	10

Source: NJ Transit

In addition, Figure 10.2 shows the variation in NJ Transit’s passenger boardings from 2001 through 2011 for the Ward Street Station, as well as the two nearest stations on the Main/Bergen line.

FIGURE 10.2

Average Weekday Boardings NJ Transit Main Line			
Year	Hawthorne	Paterson	Clifton
2001	360	259	473
2002	348	288	452
2003	307	270	385
2004	331	359	391
2005	377	396	452
2006	452	504	547
2007	493	571	628
2008	506	603	748
2009	487	663	747
2010	465	640	757
2011	474	631	726

Source: NJ Transit

On a regular weekday, the Main/Bergen Line train stops 25 times at the Paterson Ward Street train station headed towards Secaucus and Hoboken, running from 5:20am to 11:48pm. There are only five stops during morning peak hours of 5:30am to 8:30am. Going the other direction, from Hoboken/Secaucus towards Suffern, New York, the train stops in Paterson 22 times daily, running from 6:22am until 2:05am. There are five stops during afternoon peak hours of 4:30pm to 7:30pm.

The Ward Street Station itself underwent an extensive renovation in 2001, with new platforms and canopies being constructed.

The nearest parking facility to the Paterson commuter rail station is the structured parking garage located across the street from the station at 169 Ward Street. This is a 735 space, seven-level structured parking garage operated by the Paterson Parking Authority. Current rates are \$4.00 for the 1st hour, and \$2.00 2nd hour. The monthly permit rate is \$140.00. Discounted coupon books are also available.

Mass Transit - Buses





The City of Paterson is currently well served by public transportation in the form of buses. NJ Transit alone operates 14 different bus routes that connect residents of Paterson with other destinations throughout the Passaic/Hudson/Bergen/New York region. The Regional Public Transportation Map shows some of the major destinations connected to the City via NJ Transit bus and rail service. While the majority of the bus routes that serve the City by NJ Transit stop at various locations throughout Paterson, most of the routes originate or terminate at the Broadway Bus Terminal, located just northwest of the downtown on Broadway, one block west of Main Street. The Broadway Bus Terminal is one of NJ Transit’s primary bus transportation hubs. The Bus Terminal is within convenient walking distance of Passaic County Community College, Danforth Memorial Library, City Hall, Ward Street Train Station, and the rest of the downtown. This terminal serves approximately 1,600 weekday passengers on bus routes to and from Newark, New York City, Haledon, Ridgewood, Wayne and other nearby destinations.

The Broadway Terminal was recently renovated in 2010, to modernize and improve the City’s bus terminal for the residents who use the facility each day. The renovation added close-circuit television cameras for security, directional signage and passenger information display cases, a canopy over the bus lanes, new lighting, a new public address system, and a bus departure information screen.

CITY OF PATERSON

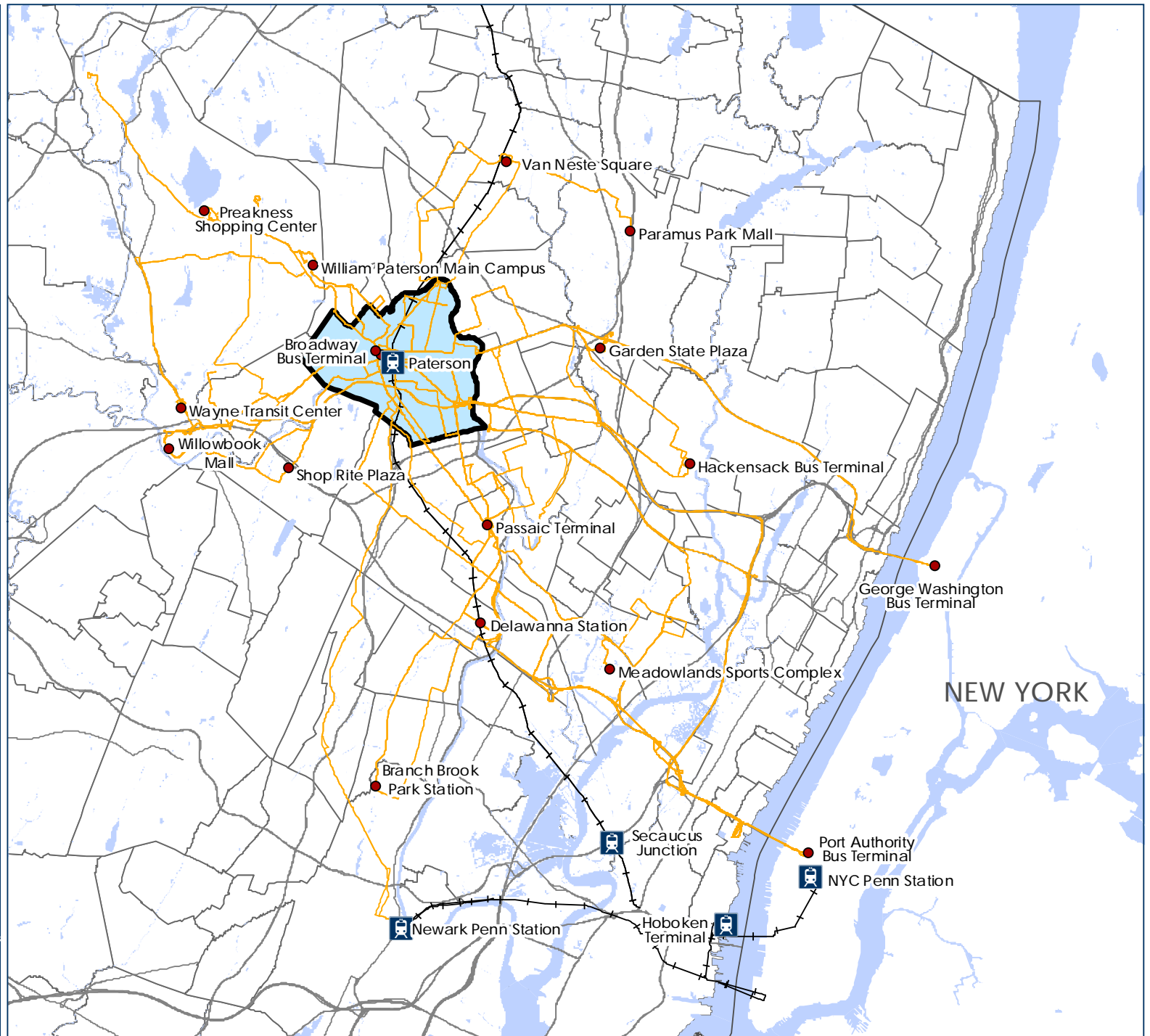
Master Plan

Public Transportation: Regional Destinations

-  Rail Stations
-  Passenger Train
-  Bus Stops
-  Bus Routes



Source: NJGIN, NJDOT, NJDEP, NJ Transit



CITY OF PATERSON

Master Plan

Public Transportation Network

 Rail Stop

 Bus Stops

 Passenger Train

 Bus Routes



012002400 Feet

Source: NJGIN, NJDOT, NJDEP, NJ Transit

10-8

The following NJ Transit bus routes provide regular service within Paterson:

- 72 Paterson (Broadway Bus Terminal) to Newark (Penn Station)
- 74 Paterson (Broadway Bus Terminal) to Newark (Branch Brook Park Station)
- 151/161 Paterson (Broadway Bus Terminal) to New York City (Port Authority Bus Terminal)
- 171 Paterson (Broadway Bus Terminal) to New York City (George Washington Bridge Terminal)
- 190 Paterson (Broadway Bus Terminal) to New York City (Port Authority Bus Terminal)
- 703 Haledon to East Rutherford (stops in Paterson)
- 704 Paterson (5th Ave/East 26th Street) to Wayne (Willowbrook Mall)
- 707 Paterson (City Hall) to Paramus (Garden State Plaza)
- 712 Hackensack to Wayne (stops in Paterson)
- 722 Paterson (Crooks Ave/Main Street) to Paramus Park Mall
- 744 Passaic City to Wayne (stops in Paterson)
- 746 Paterson (Broadway Bus Terminal) to Ridgewood Bus Terminal
- 748 Paterson (Madison Avenue/3rd Avenue) to Wayne (Willowbrook Mall)
- 770 Paterson (Broadway Bus Terminal) to Hackensack

Outside of the bus stations such as Broadway Bus Terminal which has designated parking spaces for buses, many of the bus stops in the City are “near side” intersection stops, meaning that if a bus is stopping at an intersection, the bus stops to load/unload immediately before passing through the intersection. This can be problematic, in that near side bus stops in urban areas are less safe than far side bus

stops. At near side bus stops, pedestrians exiting the bus are more likely to then cross an intersection in front of the bus, resulting in cars behind the bus not being able to see the pedestrians in front of the bus.

In addition to a large proportion of near side bus stops, many of the marked bus stops in the City are not of a sufficient length to allow the bus to fully pull over to the shoulder near the curb. This results in buses stopping in the middle of the street and holding up traffic behind them. On busy roads such as Main Street and Broadway, this can be especially problematic, as some buses may stop on every other block.

Mass Transit - Paratransit

Passaic County provides transportation services for residents who are senior citizens or disabled through a paratransit program. The County’s paratransit program utilizes a fleet of small shuttle buses and vans that operate on an as need basis. They do not work on a fixed route or schedule the way that NJ Transit buses do. The paratransit buses and vans function much more like a taxi service, picking up passengers on request, but primarily only to transport passengers on essential trips, such as to a medical appointment or to buy groceries. The County’s Paratransit service is based in Wayne, but serves all residents of Passaic County, including those in the City of Paterson. These services are provided to residents at no cost to the user.

Mass Transit - Jitney Services

The privately operated jitney or shuttle bus services in the City provide a vital alternative to the fixed time NJ Transit bus routes. In many instances jitney services offer a low cost alternative to buses or taxi cabs that many residents within the City rely on for basic transportation needs. Jitney buses generally travel between major destination points in the region, such as parts of Manhattan, Newark Liberty International Airport, St. Joseph’s Regional



Broadway Bus Terminal



Jitney Bus

Medical Center, regional shopping malls, among others. These jitney buses form a loose and informal network that helps to meet gaps in the public transportation system not met by commuter rail service or regular bus service.

While providing a needed service for many residents, jitneys and shuttle buses can also be a cause of traffic congestion and a nuisance to other users of the roadways. Unlike fixed route buses which make stops only at scheduled locations at scheduled times, many of the jitney buses frequently stop at unmarked locations and do not typically operate on a rigid pre-planned route. The jitneys operate in a similar fashion to taxi cabs in urban areas in that they regularly stop wherever they see a potential passenger, regardless of whether this may be a convenient location to stop or not. The drivers of the jitneys are often seen making unsafe maneuvers in traffic in order to pick up a potential passenger. This leads to congestion particularly along busy main corridors such as Main Street and Broadway, where many different vehicles and pedestrians too, are competing to use limited space on the roadways.

TRAFFIC/ROAD SAFETY CONDITIONS

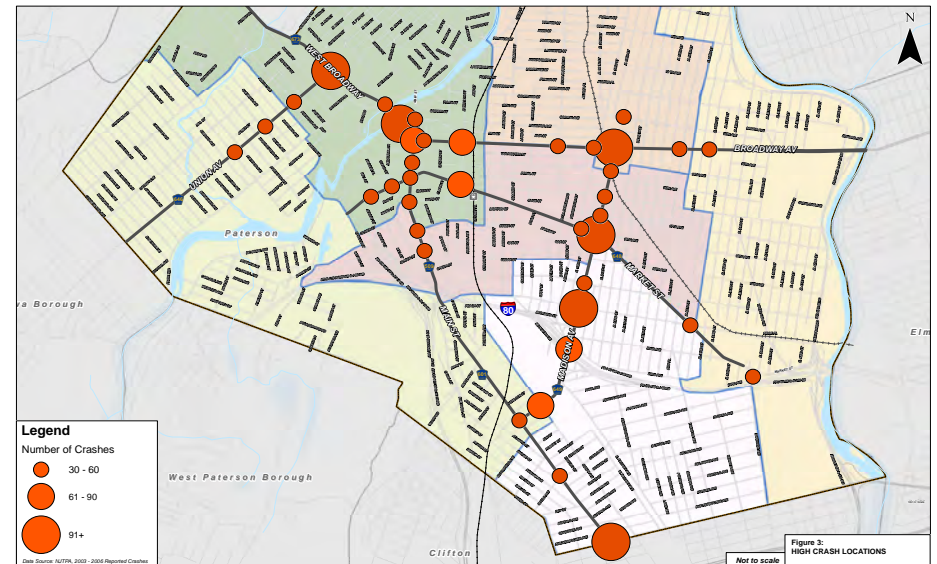
Traffic safety is a primary concern along the City's roadway network. A review of the crash history indicates several high crash locations throughout the City, provided in the City's 2010 City-Wide Transportation Needs Assessment. This is shown in figure 10.3. There are several contributing factors that may be contributing to high crash rates. These factors are as follows:

- Most pavement markings are faded or non-existent. Visible pavement markings promote traffic channelization and help to visually reinforce the rules of the road and define the boundaries of each lane and parking space.
- Lack of designated left turns on high volume streets and protected left turn movements for the respective traffic signals.

- Non-enforcement of traffic violators was identified as a key issue that affected that the safety and circulation aspect of the City's Roadway network.
- Narrow roadway lanes can also contribute to high crash rates. The minimum recommended lane width is 11 feet. Vehicles parked by the curb, whether legally or illegally, can sometimes restrict the travel lane width if the overall roadway is not wide enough to accommodate both travel and on-street parking.
- Traffic bottlenecks at various intersections throughout the City. One intersection of note was the bottleneck at Spruce Street from the Wayne Avenue Bridge.
- Paterson experiences daily congestion at various locations throughout the City. While some delay due to congestion is to be expected in any urban environment, there are some problem areas that can be improved. There are several arterials that serve as key corridors that traverse through and within the City. The key corridors are:

- West Broadway/Broadway
- Union Avenue
- Main Street
- Market Street
- Madison Avenue
- Getty Avenue/Straight Street

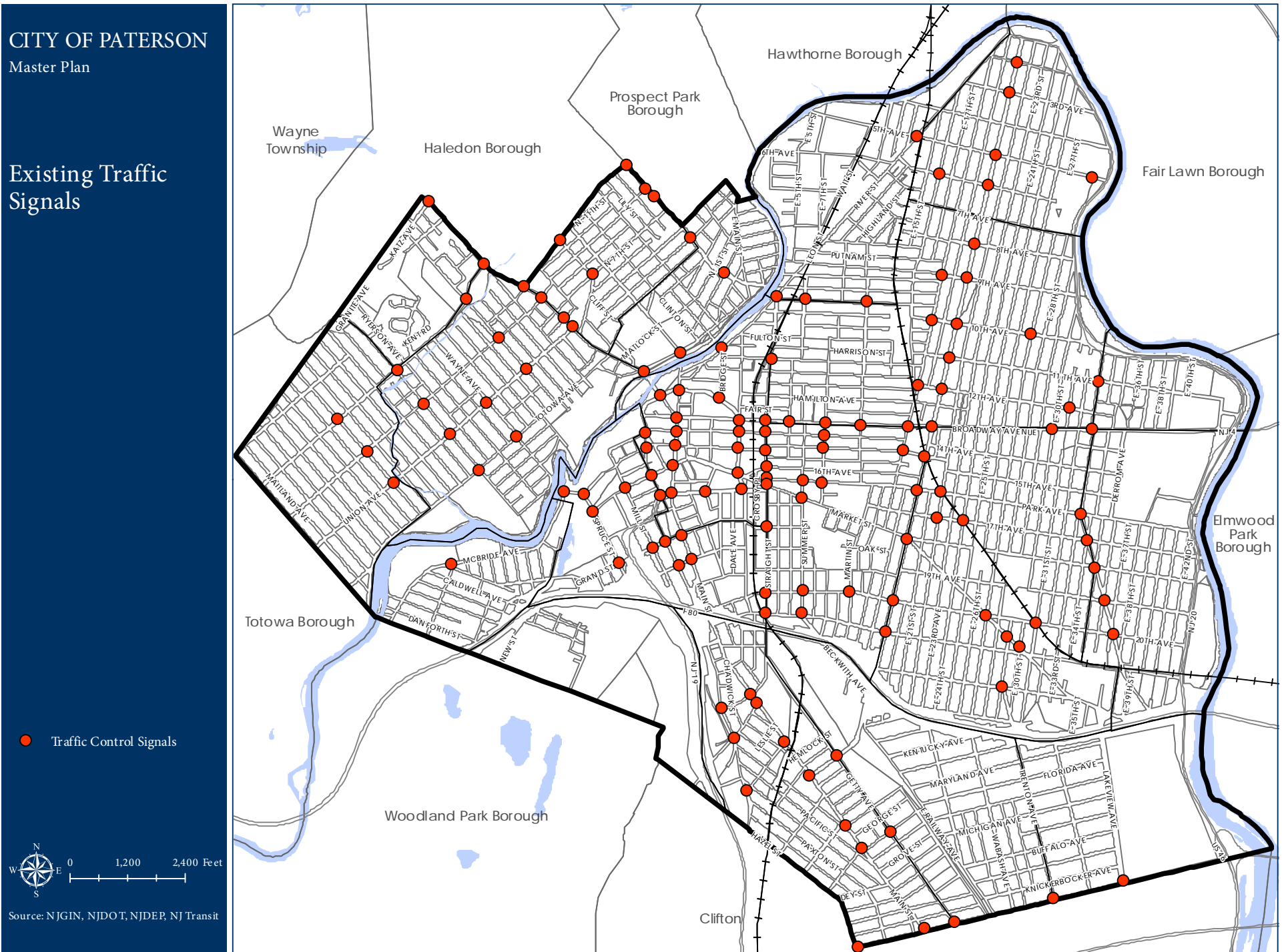
- Portions of these corridors noted above operate with a critical volume/capacity (v/c) ratio exceeding 1, which simply means that the traffic volume on the roads exceeds the capacity they can accommodate efficiently. The individual intersections along these corridors are the locations where the congestion is evident.
- On-street parking may hinder traffic flow during peak hours. Vehicles entering or exiting a parallel parking space may impede the traffic behind that vehicle and cause a delay.



Graphic from 2010 City-Wide Transportation Needs Assessment

CITY OF PATERSON Master Plan

Existing Traffic Signals



TRAFFIC SIGNALS

As is illustrated in the Traffic Signals Map, there are 146 signalized intersections in the City of Paterson. Approximately 101 of them are approved by NJDOT, and about 60 of these intersections are interconnected through a Traffic Operations Center using the MIST (Management Information System for Transportation) system platform. The signals are physically interconnected using Cablevision as communication. The City maintains almost all traffic signals within its boundary including the signals located on County Roadways. Only a few traffic signals are controlled by the State.

Currently, the MIST system is not performing well due to a lack of maintenance. Many of the signal timing plans are out of date.

PARKING

Parking is always a challenge in urban environments like the City of Paterson. At present, on-street parking is managed by the Paterson Parking Authority (PPA). There is no available data regarding the exact number of on-street spaces throughout the City, however the PPA does operate over 1,000 metered spaces, many of which are on street spaces in the downtown area. In addition, the PPA provides public off-street parking via a mix of surface lots and multi-story parking structures. The inventory of off-street parking is shown in the Public Parking Facilities Chart.

BICYCLE AND PEDESTRIAN INFRASTRUCTURE

Paterson is a city that lends itself to being pedestrian oriented. The extensive roadway network provides ample to opportunities to walk to Downtown, residential areas, and smaller commercial strips along some of the main corridors. Sidewalks are present throughout most of the City. However, there are a few gaps and areas of narrow sidewalk or deterioration which need to be addressed.

There is currently only one designated bicycle path in the City, which is in the Great Falls district. Aside from this bike path, the City is lacking in bicycle infrastructure such as bicycle lanes, signage, or bicycle storage facilities.




FIGURE 10.3

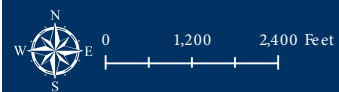
Parking Authority Public Parking Facilities		
PPA Site #	Description	# of Spaces
2	Parking Lot: Broadway & Curtiss Place	74
2-A	Parking Lot: 25 Broadway (leased lot)	20
4	Parking Lot: 22-24 West Broadway and Memorial Drive	89
7	Parking Lot: 80 Prospect Street	172
8	Parking Garage: 125 Van Houten Street	431
9	Parking Lot: 47 Washington Street and Memorial Drive	88
10	Parking Garage: 65 Ellison and Prospect Streets	836
11	Parking Garage: 169 Ward Street and Memorial Drive	735
12 East	Parking Lot: Veterans Place East	95
12 West	Parking Lot: Veterans Place West	101
14	Parking Lot: 15-17 Market Street (monthly permit only)	N/A
15	Parking Lot: Van Houten Street and Magee's Alley (monthly permit only)	N/A
N/A	Parking Garage: 125 Broadway (Public Safety Complex)	N/A
N/A	Parking Garage: 301 Main Street (Center City Parking Garage)	1,000

CITY OF PATERSON Master Plan

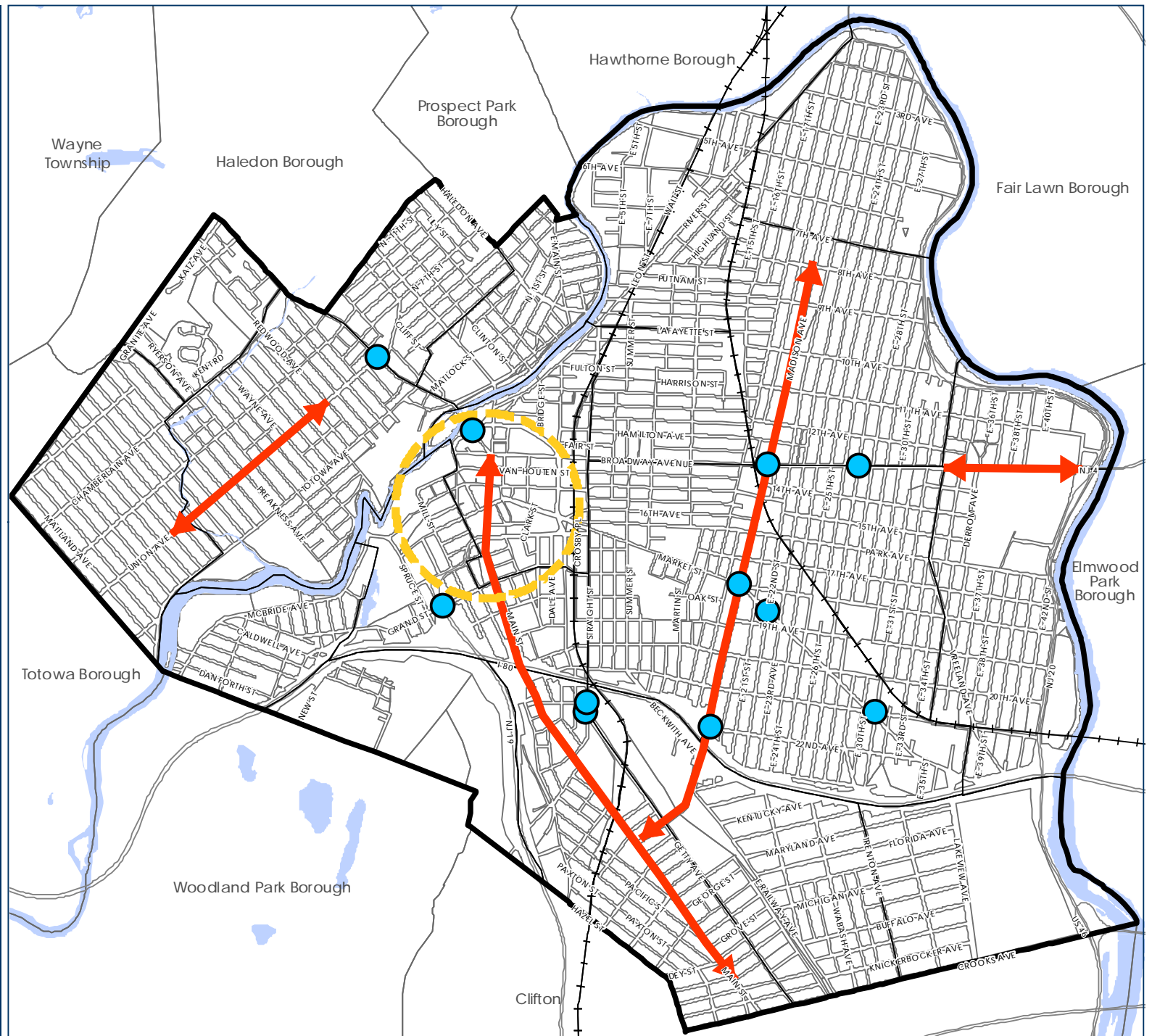
2010 City-Wide Transportation Needs Assessment Traffic Improvement Recommendations

Traffic Improvement Recommendations

-  Downtown
-  Road
-  Intersection



Source: NJGIN, NJDOT, NJDEP, NJ Transit





Wayfinding Signage

SIGNAGE

The City of Paterson has an extensive sign network that includes regulatory, wayfinding, parking, and street signage. Typical signage placement and installations are uncoordinated. Since there is no overall signage map and plan, some blocks have too many sign poles, and others have too few. Many signs are faded, and are difficult to read in low light conditions. In addition, the heights of the signs are not in conformance with the Manual on Uniform Traffic Control Devices (MUTCD) guidelines which call for 7 foot minimum height to the bottom of the first signs.

Proper signage planning and placement is important to convey the required information to the driver, cyclist, or pedestrian using the streets. Many urban municipalities have outdated, and uncoordinated signage networks that have been built over decades. Proper signage is often a low priority item in maintenance and capital budgets. However, new technologies such as fiberglass signs are made of more durable materials that minimize maintenance and maintain retro-reflectivity over a longer period of time.

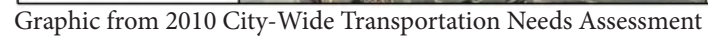
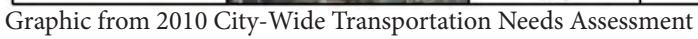
Current Circulation Proposals, Plans, and Studies

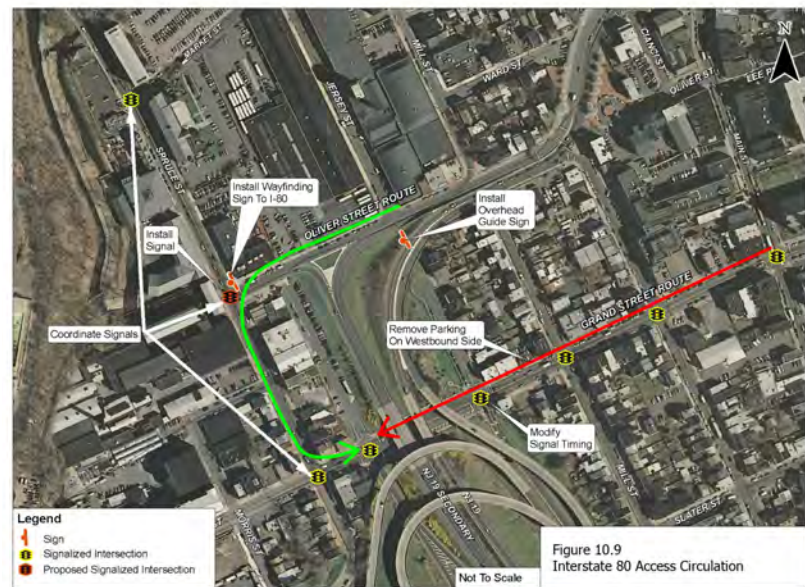
CITY-WIDE TRANSPORTATION NEEDS ASSESSMENT

The city conducted an assessment of transportation needs in February of 2010, which assessed the conditions of major roadways and key focus areas within the City. The study documented conditions of key gateway corridors, such as Broadway, Main Street, Market Street, and Madison Avenue, as well as focus areas such as the Ward Street Station, Downtown, and the I-80 interchange. Data such as traffic volume and crash rates were also analyzed. The purpose of the study was to make an assessment of the existing transportation conditions in the City, and to make recommendations to improve areas where the existing transportation network was deemed deficient.

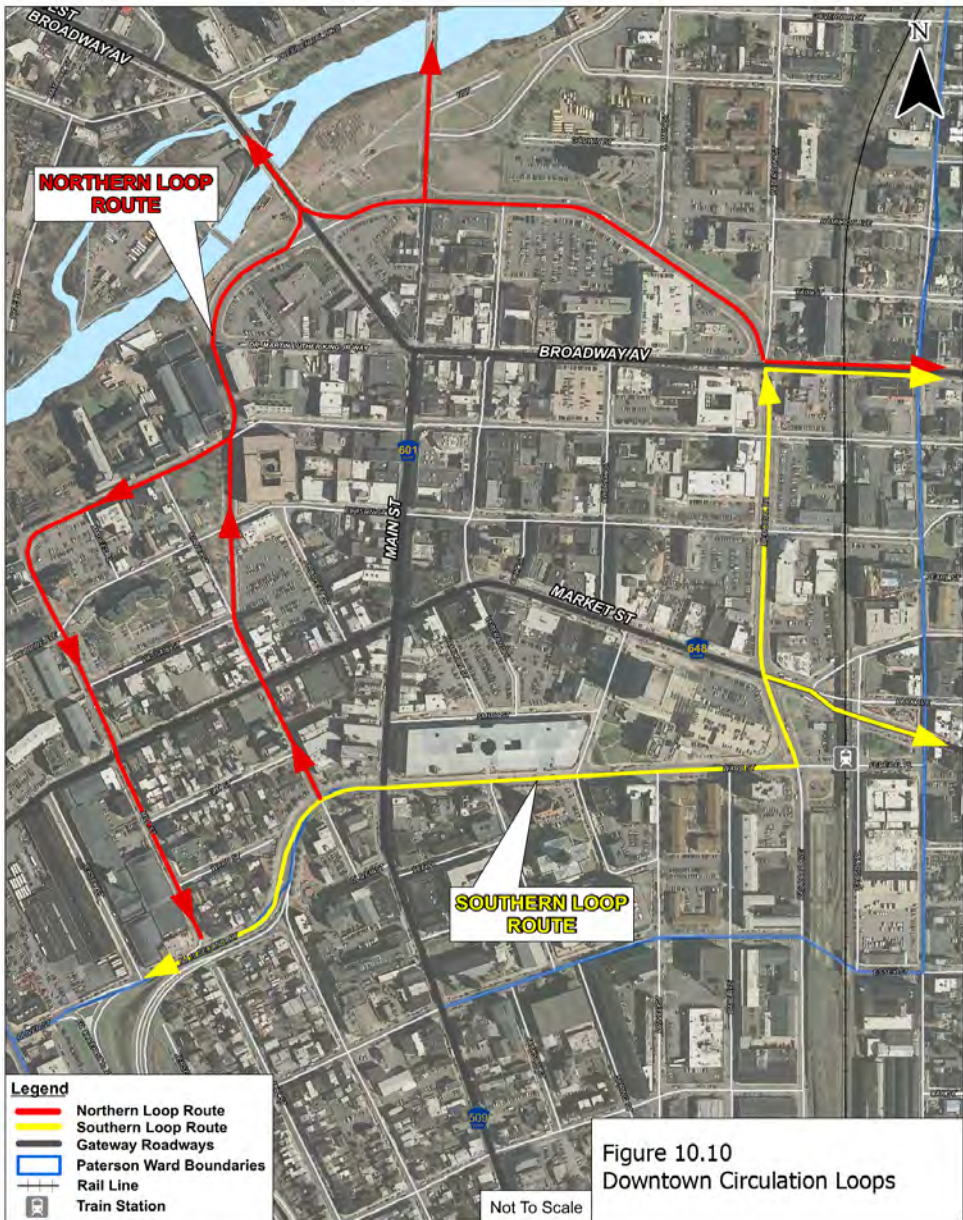
The study found deficiencies or issues in five areas within the City:

- Intersection design and operations: traffic signals were not coordinated, turning lanes were not provided, which impede traffic flow.
- Signing and striping of roadways: lane markings were absent in many areas, and speed limit signs and wayfinding signage were absent in many locations.
- Transit service and facilities: bus stops are poorly delineated or marked, transit transfer points lack shelters.
- Parking: on-street parking spaces are not marked, cars park in close proximity to intersections, cars park in loading zones, cars double parking impede traffic flow.
- Pedestrian and bicycle facilities: crosswalks are faded, gaps exist in the sidewalk network, and sidewalk paving has deteriorated. On road bicycle lanes were non-existing with one exception.

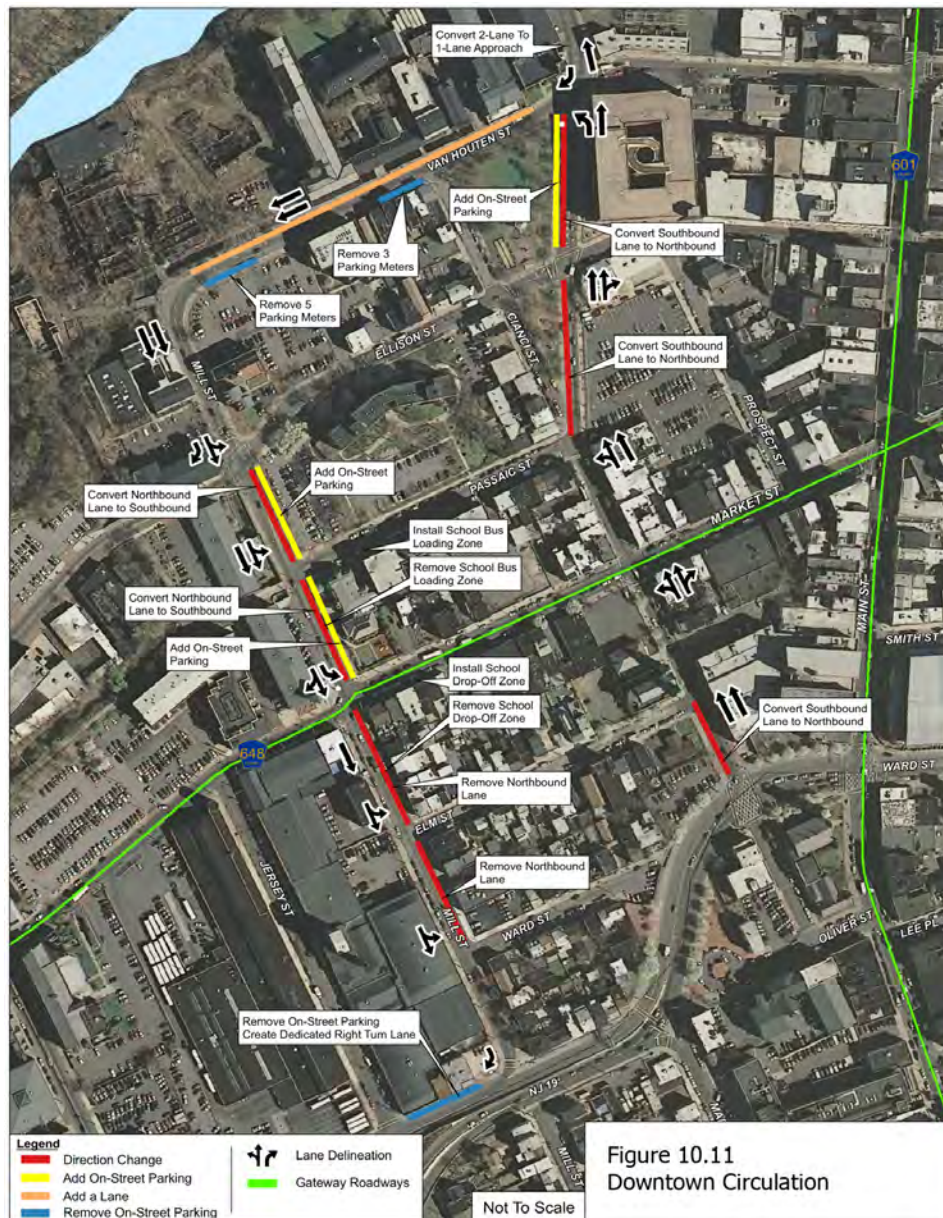




Graphic from 2010 City-Wide Transportation Needs Assessment



Graphic from 2010 City-Wide Transportation Needs Assessment



Graphic from 2010 City-Wide Transportation Needs Assessment



Graphic from 2010 City-Wide Transportation Needs Assessment

General recommendations of the Needs Assessment included:

- The city should develop a comprehensive signage plan
- Traffic signals should be coordinated along major thoroughfares
- Improve striping of parking spaces and enforcement of parking regulations
- Bus stops should be longer, and located on the far sides of intersections
- Adopt an ordinance to regulate jitney operations
- Improve pedestrian infrastructure and stripe roadways to be bicycle accessible

The Needs Assessment also made several recommendations to improve the circulation network of the City at specific intersections and corridors. These proposals are shown on the City-Wide Transportation Needs Assessment Recommendation Map, and are summarized below:

- **West Broadway/Union Avenue/Belmont Avenue** – The report recommends removing some of the on-street parking along the southbound side of West Broadway south of the intersection in order to extend the second travel lane further to give vehicles a greater opportunity to merge into the a single lane. Also recommended is to change the signal timing cycle. Lengthening the signal timing may help to improve traffic flow.
- **West Broadway/Memorial Drive** – An additional traffic signal head is recommended for this intersection, as the curvature of Memorial Drive makes it difficult for oncoming traffic to see the signals at the intersection.
- **Broadway/Madison Avenue** – Regular maintenance of pavement markings is recommended as a high priority for this intersection. The intersection should also be examined for potentially adding protected left

turn lanes.

- **Broadway/27th Street** – This intersection is recommended to be monitored, as a traffic signal may be warranted if high crash volumes continue.
- **Broadway** – Portions of Broadway, east of 33rd Street is recommended for potentially being converted from a four lane road, with two travel lanes in each direction, to a three lane road, with one travel lane in each direction, a turning lane in the middle, and designated bicycle lanes in each direction.
- **Union Avenue** – It is recommended that the City examine the potential to install left turn lanes at key intersections such as Wayne Avenue or Redwood Avenue. On-street parking may need to be removed within 150 feet of these intersections to permit space for a left turn lane.
- **Main Street** – Similar to Union Avenue, Main Street is recommended to have on-street parking near intersections removed to create room for turning lanes at high volume intersections, such as Market Street, Ward Street, and Crooks Avenue.
- **Market Street/Madison Avenue** – Signalization improvements are proposed for this intersection.
- **Market Street/21st Avenue/E.30th/E.31st** – This area, which is one of the irregular intersections of Market Street with the rest of the street grid, is recommended to have the curb lines extended on the far sides of the intersection, which would restrict traffic on E. 30th and 31st Streets, while improving traffic flow on Market Street. See figure 10.5.
- **Market Street/22nd Avenue** – Additional striping and a stop bar on 22nd Avenue to properly visually identify which street at this intersection has the right-of-way is recommended. See figure 10.6.
- **Madison Avenue** – Like Main Street and Union Avenue, Madison Avenue is also recommended to be considered for removing on street parking within

150 feet of key intersections, and fitting left turn lanes to help the flow of traffic.

- **Madison Avenue/Interstate 80 ramp** – To accommodate significant queuing along the Madison Avenue ramp, it is recommended that a yield sign be placed at the 23rd Avenue ramp, as that area has greater capacity, and this would allow greater flow from Madison Avenue, which has a higher volume of traffic. See figure 10.7.
- **Getty Avenue/Straight Street/Railroad Avenue** – To facilitate an alternative route from Main Street between Downtown and South Paterson, it is recommended that Getty Avenue be extended northward underneath I-80 and connected with Railroad Avenue. While Straight Street already can be used as a through road underneath I-80, the railroad underpass does not have sufficient height to allow trucks to pass underneath. A new connection would facilitate traffic, and provide a safe alternative to using Main Street to travel between Downtown and South Paterson. See figure 10.8.
- **Route 19/Interstate 80 access** – A number of improvements are proposed to provide more efficient access to and from Interstate 80. These proposed improvements include new signage, coordinated traffic signals, alterations to on-street parking locations, and retiming of signals. See figure 10.9.
- **Downtown circulation** – Many circulation enhancements are recommended for the downtown circulation network. These include converting several roads from two-way traffic to one-way traffic, installing left turn lanes, moving on-street parking, constructing channels to direct right turns, and creating downtown “loops”. See figures 10.10 through 10.12.

The City-Wide Transportation Needs Assessment made recommendations regarding bicycle infrastructure in addition to the vehicular circulation recommendations

listed above. The Study recommends marking roads as bicycle/vehicular shared lanes. Although bicycles are legally allowed the same use of roads that vehicles do, shared lane markings serve as a reminder to drivers that multiple users are given the same status within the right-of-way. Only Broadway east of 33rd Street is recommended to have designated bicycle only lanes. The following roads are recommended for bicycle improvements:

- Broadway (designated bicycle lanes east of 33rd)
- West Broadway
- Union Avenue
- Madison Avenue
- Market Street
- Main Street

Passaic County Master Plan - Transportation Element

COMPLETE STREETS

The Transportation Element of the Passaic County Master Plan was updated in October of 2012, which addresses all County transportation infrastructure. A key focus of the County Transportation Plan is for many County roads within Paterson to be “complete streets” which means that they will be improved and designed to support multiple modes of transportation. These streets are intended to accommodate car, bus, bicycle, and pedestrian traffic safely and efficiently. While the implementation for each street will be different due to the needs of users and the capacity of the roadway, this will generally be achieved by installing designated bike lanes on the streets and traffic calming devices where necessary, as well as designated bus stop areas. Curb extensions and bump-outs are proposed at cross-walks to increase pedestrian safety as well as opportunities for landscaping and greening. County Roads proposed to be converted into Complete Streets include:

- Main Street
- Market Street
- McBride Avenue
- Getty Avenue/Straight Street
- Lafayette Street
- Madison Avenue
- 5th Avenue
- 18th Street
- Vreeland Avenue
- 10th Avenue
- Haledon Avenue



Complete Streets Diagram, Graphic from Passaic County Master Plan, Transportation Element

- Union Avenue
- Totowa Avenue
- Preakness Avenue
- West Broadway
- East Main Street
- Burhans Avenue
- Belmont Avenue
- Lakeview Avenue
- Crooks Avenue
- Hazel Street

BUS RAPID TRANSIT

The County Master Plan also identifies several proposed Bus Rapid Transit (BRT) routes that would stop in downtown Paterson. BRT can generally be described as an enhanced bus system that operates similar to a train, but without the inflexibility of tracks. BRT is intended to provide direct and efficient service between only a few select points on a route designed to maximize speed of travel. BRT can operate on existing roads, typically in lanes designated specifically for buses. There are five proposed BRT routes that would connect downtown Paterson with other areas in the region.

- Connecting Passaic County Community College with Montclair State University via Valley Road, potentially also linking with St. Joseph’s Medical Center
- Connecting Paterson to William Paterson University in Wayne, via the Paterson-Hamburg Turnpike, stopping at the NJ Transit Broadway Bus Terminal
- Connecting Paterson, Passaic City, and Clifton through Main Street
- Connecting the Great Falls National Park with points

FIGURE 10.13

Freight Corridors in Paterson identified by Passaic County Master Plan		
Through	Connector	Opportunity
Interstate 80 Route 20 Broadway/ Route 4	Main Street Madison Avenue Union Avenue Memorial Drive West Broadway East Main Street Haledon Avenue Ward Street Route 19	Lakeview Avenue Getty Avenue/ Straight Street

- in Bergen County along Market Street
- Connecting points in Bergen County with downtown Paterson via Broadway, stopping at the Broadway Bus Terminal
- These prospective BRT routes along with the existing rail service and bus service in the area would provide an extensive public transportation network in Paterson.

BICYCLE INFRASTRUCTURE

Passaic County is also proposing a ‘bike loop’ of designated bicycle lanes and shared lanes to run through downtown Paterson and create connections via bicycle to many destination points in the City. These areas can be seen in the Bicycle Improvements Map. The County Master Plan identifies several roads within Paterson as “Priority Bicycle and Pedestrian Corridors” These corridors are intended to provide a County-wide network of bicycle and pedestrian paths and trails to connect downtown business districts, parks, riverfronts, and other destinations throughout the County through a ‘complete streets’ approach. These corridors are intended to link with existing trails, such as the Morris Canal Greenway. The priority bicycle and pedestrian corridors

within the City of Paterson identified by the County Plan are many of the same roads recommended for bicycle improvements by the City-Wide Transportation Needs Assessment noted above, however the County identifies several more potential bicycle paths:

- Market Street
- Lakeview Avenue
- Getty Avenue
- Main Street
- Straight Street
- Grand Street
- Madison Avenue
- Union Avenue
- Haledon Avenue
- Broadway
- McBride Avenue

FREIGHT TRANSPORTATION

The County Plan also recognizes several roads as being existing or potential freight corridors, to be utilized for the transportation of goods on large trucks. The movement of goods along freight corridors is acknowledged in the Plan as being another important consideration when implementing “Complete Streets” on County roads. Freight corridors in the County are each classified in one of four categories.

- Through Roadways – These are the corridors that deliver freight through the County and to and from regional or national destinations.
- Connector Roadways – These are the roadways that generally serve to connect the larger through roadways and their destination or points of origin. A purpose of connector roadways as freight corridors

CITY OF PATERSON Master Plan

Passaic County Proposed Bicycle Improvements

Proposed Bicycle Improvements

- County Bike Loops
- Bike/Pedestrian
Priority Corridors



Source: NJGIN, NJDOT, NJDEP, NJ Transit

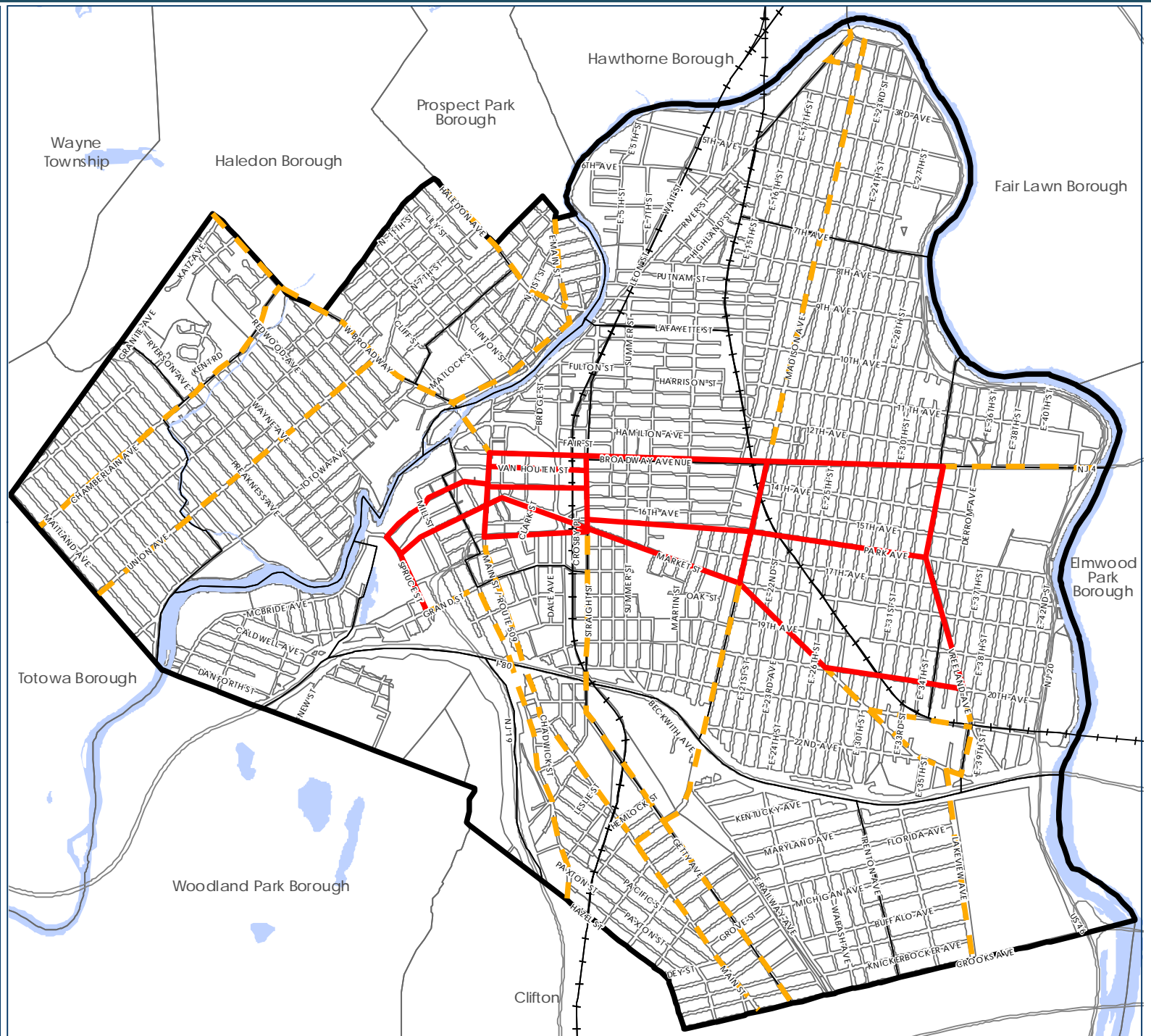




FIGURE 10.14: Proposed Passaic/Bergen Light Rail Map

is to direct truck traffic to certain roads so that large trucks are kept off of roads that may be residential neighborhoods.

- **Restricted Roadways** – These are streets or roads where vehicles with more than two axles such as large trucks are prohibited from entering.
- **Local Roadways** – These are all other roads, which are generally designed for regular vehicular traffic, and goods may be transported, but only in smaller trucks.
- The Plan also identifies several “opportunity” freight corridors. Roads that are not currently designated as freight corridors, but have the potential to operate as a new connector roadway.

There are a number of connector corridors in the City, most of which also function as the primary commercial corridors. Only two roads are targeted as potential opportunity freight corridors.

PASSAIC-BERGEN PASSENGER RESTORATION PROJECT

The Passaic-Bergen Passenger Rail Restoration Project is a proposed passenger rail line that would utilize an existing New York, Susquehanna, and Western Railway (NYSW) right-of-way between Hawthorne and Hackensack. This existing freight rail right-of-way runs from the Hawthorne commuter rail station, just across the Passaic River from Paterson, down through the City, before turning east towards Hackensack. The proposal calls for new trains to provide passenger service along the ROW, with ten stops along the 8.3 mile line, five of which would be in Paterson.

Along with the proposal for new passenger rail service, are proposals for new development around the stops along the line. In particular, a proposed stop at Madison Avenue near Broadway has been studied as a potential

Transit Oriented Development (TOD) project. The study recommended significant new residential and commercial development around the proposed station.

Although this rail line is proposed, its current implementation status is uncertain at this time as the project awaits funding.

Circulation Recommendations

1. **Adopt a “Complete Streets” policy** - The City should formally adopt a Complete Streets policy that requires that any construction or repaving activity on City Streets is viewed through the complete streets framework, that all potential users are given due consideration in the design and construction of any transportation project. The National Complete Streets Coalition recommends that a complete streets policy contain at least the following elements:

- A vision for how to use the complete streets.
- Specify that “all users” includes pedestrians, cyclists, and transit passengers of all ages and abilities, as well as automobiles.
- Encourage street connectivity and aim to create a comprehensive street network.
- Ensure that the policy is adoptable by all relevant government agencies.
- Applies both to new streets and retrofit projects.
- Set a clear procedure for exceptions to the policy.
- Direct the use of the best design standards while recognizing the need for flexibility.
- Directs that complete streets will complement the context of the community.
- Establishes performance standards.
- Includes specific steps to implement the policy.

The City should coordinate the implementation of Complete Streets with the County, as most County owned roads in the City are proposed for Complete Streets treatment already. Where City roads intersect with County roads, synchronization will be necessary.

2. **Implement Recommendations from the 2010 City-Wide Transportation Needs Assessment** – These three specific roadway improvements recommended by this study should be a high priority for the City

to enhance traffic circulation and access to and from the City. These recommendations involve changes to the striping, traffic signals, and direction of roads that fall under several jurisdictions, so coordination with County and State Transportation departments will be necessary to implement these upgrades to the City’s transportation network.

- **I-80/Route 19 Access** - First, access to and from I-80/I-19 and Downtown needs to be improved. Access to I-80 from Downtown is poor due to improper signing and significant traffic delay. There are two routes to the I-80/Route 19 entrance ramps on Grand Street. Wayfinding signs should be installed along both routes to inform motorists of the entrance. The traffic signals along both routes need to be retimed to reduce delay. Figure 10.9 shows these concepts diagramed on a map.

In addition, a new traffic signal is warranted at the intersection of Oliver Street and Spruce Street. The installation of a signal at that location would allow traffic exiting Downtown along westbound Oliver Street greater mobility in accessing Route 19.

A significant number of visitors to the Paterson Great Falls National Historical Park will be coming to Paterson from Interstate 80 or the Garden State Parkway via Route 19, and improving access would greatly facilitate traffic to and from the Great Falls.

- **Downtown Circulation** - Second, the circulation around Downtown needs improvement. As proposed in the Citywide Transportation Needs Assessment, a defined Downtown loop could be established by changing Cianci Street, Mill Street and Van Houten Street to one-way streets. Portions of these streets are already one-way. Changing those entire streets to one-way would not significantly alter traffic patterns. Figure

10.10 illustrates these concepts. Currently, the I-80 / Route 19 exit ramps to Downtown direct vehicles to the intersection of Ward Street and Cianci Street. Delays at this intersection would be considerably reduced by this plan. Specific improvement alternatives to the intersection would have to be investigated.

This circulation plan would provide two lanes in each direction and allow for easier improvements to the intersection along these roadways. This plan will benefit motorists by allowing reducing the delay in traversing to or through Downtown to their ultimate destination.

- **Getty Avenue/Railroad Avenue Connection** - Lastly, the connecting roadways between Downtown and South Paterson and the St. Joseph’s Medical Center need improvement. The two current routes are Main Street and Straight Street. Both pose problems to travel. Main Street is highly congested, while Straight Street has a low-clearance railroad overpass which does not permit trucks to use this route. Also, Straight Street does not connect directly to Downtown. A solution may be to connect Getty Avenue to Railroad Avenue by using the right of way along Plum Street and several industrial properties, as shown in figure 10.8. Railroad Avenue is a lightly traveled roadway that ultimately becomes Memorial Drive, which is a main route to access Downtown. With this connection in place, an alternate route between Downtown and South Paterson and St. Joseph’s Medical Center could be provided.

3. **Improve Public Streets** - There are several enhancements to the roadway network that should be considered for short term traffic improvements:
 - a. **Left turn lanes** - Citywide, all key intersections should be evaluated for the installation of left turn lanes through re-striping. Left turn



Wayfinding Signage



Curb Extension, Mashpee Commons, MA

movements can cause significant delays at intersections because of the lack of opportunities to make a left turn against high opposing traffic volumes. Left turn movements can also block vehicles traveling straight in the same direction if queuing is too long. In conjunction with the restriping of left turn lanes, intersection operations can be improved with the addition of a protected left turn phase at high volume left turning locations. Many of the heavily trafficked intersections in the City fall on roads in Passaic County's jurisdiction. Coordination with the County will be needed.

- b. Wayfinding - A comprehensive wayfinding and signage program that directs drivers to the nearest off-street parking locations, or major destinations would help visiting traffic to get to their destinations without any hassle or confusion about which direction to travel.
 - c. Proper striping and curb markings - Proper striping of all pavement markings delineating exclusive left turn or right turn lanes, parking spaces, stop-bars, and crosswalks would be beneficial. Pavement markings delineating traffic and parking rules provide visual cues to drivers to obey the laws.
 - d. Bridge Crossings - Passaic County continues to focus on improving their 12 bridge crossings within the City. Six of those are functionally obsolete and one is structurally deficient. When these bridge structures are replaced, the opportunity to potentially widen the span should be a part of the bridge redesign. The City should work with the County to advocate for improvements to the bridges as well as regular maintenance.
4. ***Implement Bicycle and Pedestrian Improvements***
- There are several short term strategies the City can utilize to improve the bicycle and pedestrian infrastructure in the City.
 - a. County Bicycle Improvements - The majority of the major thoroughfares and transportation routes through the City are under the jurisdiction of Passaic County. The County already has plans, as described above, to implement new bicycle infrastructure through the downtown and on several other major roads. The City should assist the County in their efforts to implement these improvements.
 - b. Sidewalk Repair Program - Develop an annual sidewalk repair program whereby residents can participate and get their sidewalks repaired/replaced by a professional contractor. The City should construct new sidewalks in gap areas or additional directions should be provided where sidewalk cannot be provided. This program should address areas of deterioration. In addition, all narrow sidewalks should be widened to a minimum of 4 feet, 5 feet preferably, where feasible.
 - c. Crosswalks - Provide crosswalk markings and ADA curb ramps at each intersection. Another area of pedestrian concern is crossings at schools and at intersections. Most intersections do not have crosswalks or have faded markings and do not have pedestrian signal heads. It is recommended to install highly visible longitudinal crosswalks, ADA curb ramps, warning signage, countdown pedestrian signal heads, and pedestrian push buttons (at signalized intersections). The first priority should be high pedestrian activity areas such as Downtown, main corridors, and areas adjacent to schools. High pedestrian crash locations should be a priority as well. These high crash intersections are:

- Broadway/Main Street
 - Main Street/Slater Street
 - Main Street/Ellison Drive
 - Main Street/Grand Street
 - Madison Avenue/Market Street
 - Madison Avenue/21st Avenue
 - Madison Avenue/Broadway
 - Market Street/Mill Street
- d. Curb Extensions - The City should consider installing curb bumpouts at intersections, especially those with high pedestrian traffic. Curb bumpouts allow for safer pedestrian crossings at intersections by reducing the length of the curb to curb crossing between sidewalks. Curb bumpouts also enhance vehicular safety, as it removes the possibility for vehicles to illegally park next to an intersection, which increases visibility.

Safety Bollards - As an alternative to curb extensions, bollards can be placed at crosswalks to prevent vehicles from illegally parking too close to intersections, and to add increased safety and visibility to pedestrian crossings.

- e. Bike Map - Create a new Citywide Bike Map in coordination with Passaic County for designated routes within the City. Currently, there are three main issues regarding bicycle travel in Paterson; (a) there is only one marked bike path in the City. It is located in the Great Falls National Historic District; (b) there is no established bicycle compatibility along the existing roadway network; and (c) there are few bicycle parking facilities.

The City should look to augment the trail at the Great Falls and add additional bike paths

along the Passaic River. These additional paths should be focused around the existing riverside parks and possibly connect these areas using the Passaic River as a natural attraction.

- f. Complete Streets - Using Complete Streets policies, the roadway network should improve its bicycle compatibility. This should be done by utilizing the existing roadway width along high traffic corridors. Many of these corridors are County Roads which are already proposed to be complete streets, and may include designated bicycle lanes or shared lane markings. While most of the streets identified in the City-Wide Transportation Needs Assessment and the County Plan as being recommended for bicycle lane markings are County roads, other roads within the City's jurisdiction can be considered for similar treatment.
- g. Shared Lane Markings - Restriping and signage should be used to mark shared travel lanes, where both bicycles and vehicles share the same travel lane along roadways where there is insufficient width to have separated travel lanes. Most of the City's roadways lack the width necessary for implementing designated bicycle lanes, however shared lane markings and signage can be installed on any street no matter the width. This should be accomplished as part of both the City's and the County's capital programs for these roadways.
- h. Bicycle Parking - Storage should be provided for cyclists at popular destinations. Destinations include the Great Falls, the Ward Street train station, future stations and bus stops, parking garages and lots, all historic landmarks, and Downtown or other commercial corridor. Bicycle facilities consist of either bicycle lockers or racks. Bike Racks would be more complimentary to on-street corridors and



Bicycle Parking Shelter, Philadelphia



Shared Lane Signage



Marked Crosswalk in Philadelphia



Downtown Parking

possibly garages, while lockers can be installed at train stations and parking lots/garages.

5. ***Participate in Safe Routes to School*** – Safe Routes to School is a NJ Department of Transportation (NJDOT) program that provides funding and other resources to municipalities to improve access for children to get safely to their school. Particular focus is placed on building a safe environment for children to bike and walk to school, and removing barriers that make walking or biking an unfeasible option for many children.
6. ***Develop a Comprehensive Downtown Parking Management Plan*** – The City and the Paterson Parking Authority should develop a comprehensive strategy to deal with parking in the entire downtown business district. Part of what makes a downtown commercial environment successful is an atmosphere and environment where people feel comfortable walking around and window shopping. An environment such as this is difficult if not impossible if each business is surrounded by its own parking lot. Yet, convenient parking is needed somewhere otherwise many customers of local businesses simply will not come. As discussed in the Land Use Element of this Plan, parking in the downtown commercial district must be viewed and treated on a district level scale, and not on a parcel by parcel or business by business level the way it is typically done. Parking for the entire downtown to the extent feasible should be viewed as a shared parking situation in which all businesses and uses in the downtown share the same pool of parking resources.

A Comprehensive Parking Management Plan would include:

- A district wide analysis of current parking resources and utilization. Further study is needed to determine where people are currently parking when they come to

downtown Paterson, and what their destination is when they get downtown. This study would also include an analysis of the optimal level of parking to be provided in the downtown area. Sufficient parking will need to be provided to meet demand, but without detracting from the historic character and pedestrian friendly nature of the City.

- A determination of the demands for parking at different times of the day.
- A study regarding the optimal pricing of parking. Providing parking, especially in a downtown environment, can be very expensive. At least some costs of providing parking should be pushed onto the people who will use the parking spaces, and parking can be a substantial source of revenue for the City. However, if parking is too expensive, visitors may simply choose not to come at all. Parking, whether on-street at a metered space, or off-street in a structured garage, should be optimally priced to recoup some of the costs of providing parking, while not discouraging visitors by being too expensive.
- Identify suitable locations for off-street parking. Ideally, parking would be provided in structured garages or in the rear of properties behind buildings. Parking should be as minimally intrusive to the pedestrian realm as possible.
- Recommendations for parking facility design and improvements to accommodate and complement the pedestrian realm.
- Recommendations to address the needs of short term commercial use parking for retail customers, workday parking needs of office workers and others, as well as long term parking for permanent residents if there is to be an increase in residential uses downtown.

7. **Provide a Tourism Shuttle** – The historic and cultural destinations in the City, such as the Paterson Great Falls National Historical Park, City Hall, Hinchliffe Stadium, Downtown, and other spaces which may attract visitors, should be directly connected through a shuttle bus or trolley service. Connecting major destination points with existing mass transit centers such as the Ward Street Station or the Broadway Bus Terminal could help to facilitate heritage tourism in the City, as well as reduce needs for parking at major destinations.

8. **Improve Bus Stop Locations** - All near side bus stops should be replaced to the far side of the intersection. This would be safer for pedestrians. It also allows buses to clear the intersection before stopping. In addition, in order to ease congestion, traffic signal priority measures can be incorporated into any of the traffic signal upgrade options to allow buses to pass through intersections.

Additional bus shelters should also be considered for areas where many different bus routes may stop.

9. **Regulate Jitney Shuttle buses** - Regulations overseeing the private jitney services in the City should be adopted and enforced. This would help to ensure safe and organized operation of the jitney buses. The City should also encourage the jitneys to form a professional association. Hudson County and Atlantic City are good existing models to emulate. Due to recent high profile accidents involving jitney operations, this has become an issue that the State is reviewing and considering legislation to provide statewide oversight of these operations. Some suggested regulations include:

- a. Require drivers of jitney buses to have valid commercial driver's licenses.
- b. Permitting jitneys or shuttle buses to stop only in designated locations, such as existing bus stop areas, or only at the far side of intersections.

- c. Require all jitney buses and operators to register with the City, and receive yearly permits to operate a jitney or shuttle bus service in the City.
- d. Restricting access to certain roads by jitneys during certain hours.

10. **Improve Commuter Rail as a Transit Option** - There are several potentially significant improvements to the rail system and access to commuter rail that would benefit Paterson:

- a. Direct Access to Manhattan - Currently, passengers travelling on the Main/Bergen NJ Transit commuter rail line must change trains in either Hoboken or Secaucus Junction in order to reach Manhattan. While a single transfer may not seem particularly burdensome to riders, it does make commuting less convenient, and convenience is a key factor in determining mode of transportation. Anything that can make commuting via trains more simple and convenient for passengers is likely to increase ridership, and reduce the need for using automobiles for commuting. Although the City does not control what happens on NJ Transit railroad tracks beyond its borders, it can lobby the State and NJ Transit to improve access to and from New York Penn Station.

- b. Passaic-Bergen Light Rail Phase I - This proposed new passenger rail line will run from the neighboring municipality of Hawthorne to Hackensack. The line will have five stops within the City, mostly in the north and east sides. The project is currently awaiting implementation funding. The City should work with NJ Transit to help obtain the necessary funding for this project. When constructed, this will provide residents an additional public transit option and another way to lessen the dependence upon automobiles to travel. Figure 10.14 shows the route and stops on this proposed passenger rail corridor.



Direct Access to New York City



Jitney Bus



Proposed Location, South Paterson Train Station



Wayne Avenue Bridge

- c. South Paterson Train Station – A second Main Line train station in South Paterson would provide additional access to this area of the City. The biggest employer in the City, St. Joseph's Medical Center is adjacent to the railroad line, and would be a main destination point should a stop be located nearby. The City should work NJ Transit to study the feasibility of providing an additional stop in South Paterson.
- d. Extend the hours of the Parking Garage at the NJ TRANSIT station – This station closes by 7:00 pm. This makes it unattractive to use for Park and Ride customers to New York, and points in-between. There is no data available regarding distribution of passenger boardings throughout the day, however, with the last peak hour train from New York/Hoboken stopping in Paterson at 7:28p, opening the Garage to at least 8:00pm would increase the convenience of the park and ride utility of the Paterson station. In addition, the extended hours would need to be advertised at both the City and NJ Transit level to increase utilization of park and ride facilities, and train ridership.
- e. Provide additional security at the Ward Street Train Station during nighttime hours – This was stated as a major concern from stakeholder interviews.
- f. Provide competitive monthly rates to commuters – The Paterson Parking Authority should determine a competitive rate based on rates charged at Park and Ride facilities at the neighboring stations.
- g. Implement Transit Oriented Development Proposals – The Ward Street Station TOD plan, as well as the potential of the Passaic Bergen Passenger Rail Restoration Project and the Madison Avenue TOD study, both

present opportunities for the City to capitalize on existing and proposed transportation infrastructure assets. Increasing the residential and commercial density around the transit stops has the potential to greatly increase ridership on those transit services.

11. ***Extend North Bridge Street*** – North Bridge Street in the Riverview neighborhood should be extended north all the way to Short Street to create an edge for the proposed open space along the Passaic River in this flood-prone area. The streets that currently dead-end at the River should be vacated beyond North Bridge Street.
12. ***Consider Widening Railroad Avenue between 21st Avenue and Grand Street*** – Railroad Avenue in this stretch is a two-lane road that sees heavy truck traffic due to its many industrial uses. Due to the narrow roadway and high volume of trucks turning in and out of industrial properties, this can cause traffic delays during peak hours, as this is also one of the major thoroughfares leading to Downtown. Just east of Railroad Avenue is the railroad, and property owned by NJ Transit. The NJ Transit rail line is located on the easterly edge of the properties, potentially leaving room for Railroad Avenue to be widened to the east to create additional lane capacity.
13. ***Conduct a Feasibility Study to Reconfigure the Streets and Public Access on Block 801, Between Hinchliffe Stadium and Ryle Avenue*** - Currently this large block next to the Paterson Great Falls National Historical Park contains only a few roads that do not connect to one another, making both pedestrian and vehicular access difficult. With the National Park, Hinchliffe Stadium, the Valley of the Rocks, and any new potential development along the former "Vistas" condominium site, transportation access will need to be enhanced. Due to the steep topography near the Passaic River, further study will need to be conducted

regarding the potential to realign and connect Ryle Road, Liberty Street, Jasper Street, Kearny Street, and Marion Streets.

14. **Consider Connecting East Railway Avenue and West Railway Avenue** – East Railway and West Railway Avenues are separated by the railroad, and there are only connections between the two at Crooks Avenue and Gould Avenue. An additional crossing in between these two could better connect the two sides of the railroad, and provide enhanced access to the Farmers Market on East Railway Avenue. The City should consider constructing an additional at grade crossing in the area of Buffalo Avenue or Pennsylvania Avenue near the Farmers Market.
15. **Consider widening McBride Avenue** – McBride Avenue in between Wayne Avenue and Spruce Street experiences significant congestion during peak hours. Adding a second traffic lane at the crossing of the Passaic River may help alleviate some of this congestion.
16. **Consider a New Bridge Crossing the Passaic River** – As a potential alternative to widening McBride Avenue near the Wayne Avenue Bridge, a second crossing could potentially divert much of the traffic congestion on McBride. Another crossing at either Preakness Avenue to McBride Avenue/Hoxey Street south of the Great Falls could be a potential location to consider.
17. **Advocate for the widening of Interstate 80** – Interstate 80 within Paterson experiences higher traffic delays than other sections of the highway. This is due in part to the bottlenecks that occur when the highway is reduced from 4 travel lanes in each direction to 3 travel lanes between exit 58 and exit 60. While the Interstate is a Federal highway and is not controlled by the City, the City can lobby the State DOT and Federal Highway Administration to widen I-80 through the City to help alleviate traffic bottlenecks.
18. **Prepare an Interim Parking Plan for the Paterson Great Falls National Historical Park** - While the City Parking Authority has plans to construct a 1,000 space parking garage on Market Street near the Great Falls, it is likely that construction of this garage will not be complete for several years. This garage may meet the long term parking demands for the Park, but a near term parking solution will still be needed before the garage opens. The existing parking lot at Overlook Park currently has a capacity of approximately 50 vehicles, which may not be sufficient on many days. Overflow parking for the Great Falls should be directed to the parking garage on Ellison Street, just four blocks from the Paterson Great Falls National Historical Park. Wayfinding signage directing traffic between the two locations will be necessary. Shuttle service between the Park and the parking structure may be required as well.
19. **Prepare a City-Wide Circulation Infrastructure Improvement Plan (IIP) that is Coordinated with Passaic County, and Categorized via -**
 - Pavement Improvement (50 year timeline)
 - Signage and Striping (10 year timeline)
 - Traffic and Pedestrian Signals (20 year timeline)
 - Parking Improvement (10 year timeline)
 - Bicycling and Pedestrian Facilities (10 year timeline)

The plan should do the following:

 - Prioritize improvements in each category;
 - Provide annual budget goal for each category;
 - identify funding sources and expected annual amounts that can be anticipated from each funding source. Examples of funding sources include NJDOT Safe streets to Transit (Pedestrian signage, new crosswalks, ADA curb ramp improvements, sidewalk improvements);
- Bicycle facilities (Bike routes and signage); and NJDOT Local Aid (Roadways)
20. **Prepare Current Infrastructure Maps for Each of the Following Categories of Infrastructure -**
 - Roadways. Right-of-Way widths and cartway widths should be shown. Dates paved (if known) should also be indicated;
 - Traffic Signals;
 - Signage. This includes wayfinding signage;
 - Bicycle Routes and Facilities Map;
 - Mass Transit facilities map such as bus stops.
 - Parking. Location, parking type, on-street and off-street capacity, parking regulations for each location/zone. This should be coordinated with the Paterson Parking Authority.
 - These maps should be maintained after improvements as part of the standard workflow.
21. **Implement Traffic Signal Improvements** - Roadway widening and major intersection improvements are not feasible in most cases in a relatively built-out city such as Paterson to alleviate congestion. However, upgrading the signal timing and coordinating the individual traffic signals can optimize the existing roadway capacity available and reduce delays overall. Coordinated signals also improve safety by reducing rear end crashes by allowing vehicles to progress more smoothly along each corridor, reducing the amount of times a vehicle must stop. Figure 10.15 taken from the 2010 Transportation Needs Assessment diagrams this concept.

There are a few alternatives that should be evaluated to help alleviate problems stemming from the traffic signal system. The centralized system can either be updated or be removed. If removed, it is recommended that separate coordinated signal systems along the main corridors be developed

as well as any other highly congested streets, such as in the Downtown or near the existing highway interchanges.

An updated centralized system will be more expensive than the separate corridors. However, significant progress has been made in the last decade in developing low-maintenance systems that can be installed. These systems need information technology (IT) maintenance and operations support to update/revise the signal timing plans. The most advanced systems now use adaptive traffic signal technology. These systems are demand responsive and constantly update the traffic signal timing based on current traffic flow. An adaptive signal system requires traffic sensors to use that information to gauge traffic flow. This type of system eliminates the need for the traditional method of gathering traffic data followed by capacity analysis to produce or update a fixed time of day timing plan.

Either alternative will require communications by one of the following options:

- Overhead wires (cable or telephone)
- Underground interconnections
- Wireless
- All three options have maintenance issues and differ in cost. Also, the installation of vehicle actuation via traffic cameras at each intersection is recommended for either alternative. This would allow each traffic signal to operate optimally as wasted time would be reduced during each signal cycle. It is recommended to perform a study to evaluate the future traffic signal system from a cost/benefit perspective.

22. ***Transfer City Ownership of Traffic Signals on County Roads*** - As previously mentioned, all of the traffic signals within the City are maintained by the City, with only few exceptions. The City should attempt to transfer maintenance responsibility of signals to the County or State where the signal is located on a County or State owned road. This divestiture would facilitate the reallocation of City resources to infrastructure on City streets. Also, a basic maintenance plan should be implemented to routinely inspect the traffic signals. It is recommended that these inspections be done by an outside contractor, while the day-to-day maintenance is performed by the City's staff.

23. ***Consider additional traffic signals at congested intersections*** - In addition to coordinating and maintaining existing traffic signals, some intersections in the City may warrant signalization in order to better alleviate traffic congestion and organize traffic flows. Further investigation is needed to determine the feasibility and potential benefits of traffic signalization. A few areas that warrant further study include:

- a. Route 20 at 19th Avenue (Lowe's shopping plaza)
- b. Interstate 80 at Glover Street (exit 56)

24. ***Coordinate Freight Transportation*** - Coordinate with Passaic County and NJDOT, on improving freight and rail access to industrial areas of the City. The Passaic County Transportation Element specifically identifies Lakeview Avenue as a potential freight corridor. While Lakeview Avenue is a County road that provides access to Interstate 80, and is the only four lane road in the area, it is also located in a residential area. Lakeview Avenue was specifically mentioned during public hearings by residents who feel that trucks using this road make it unsafe for their children. The City should work with the County to find an alternative route to direct truck and freight traffic. East Railway Avenue, while it does not have the same width as Lakeview, does offer access

to Interstate 80 and is a primarily industrial and commercial area rather than residential.

If truck traffic cannot be diverted from Lakeview Avenue, then the road should be considered for other improvements to increase pedestrian safety such as curb extensions and safety bollards at crossings.

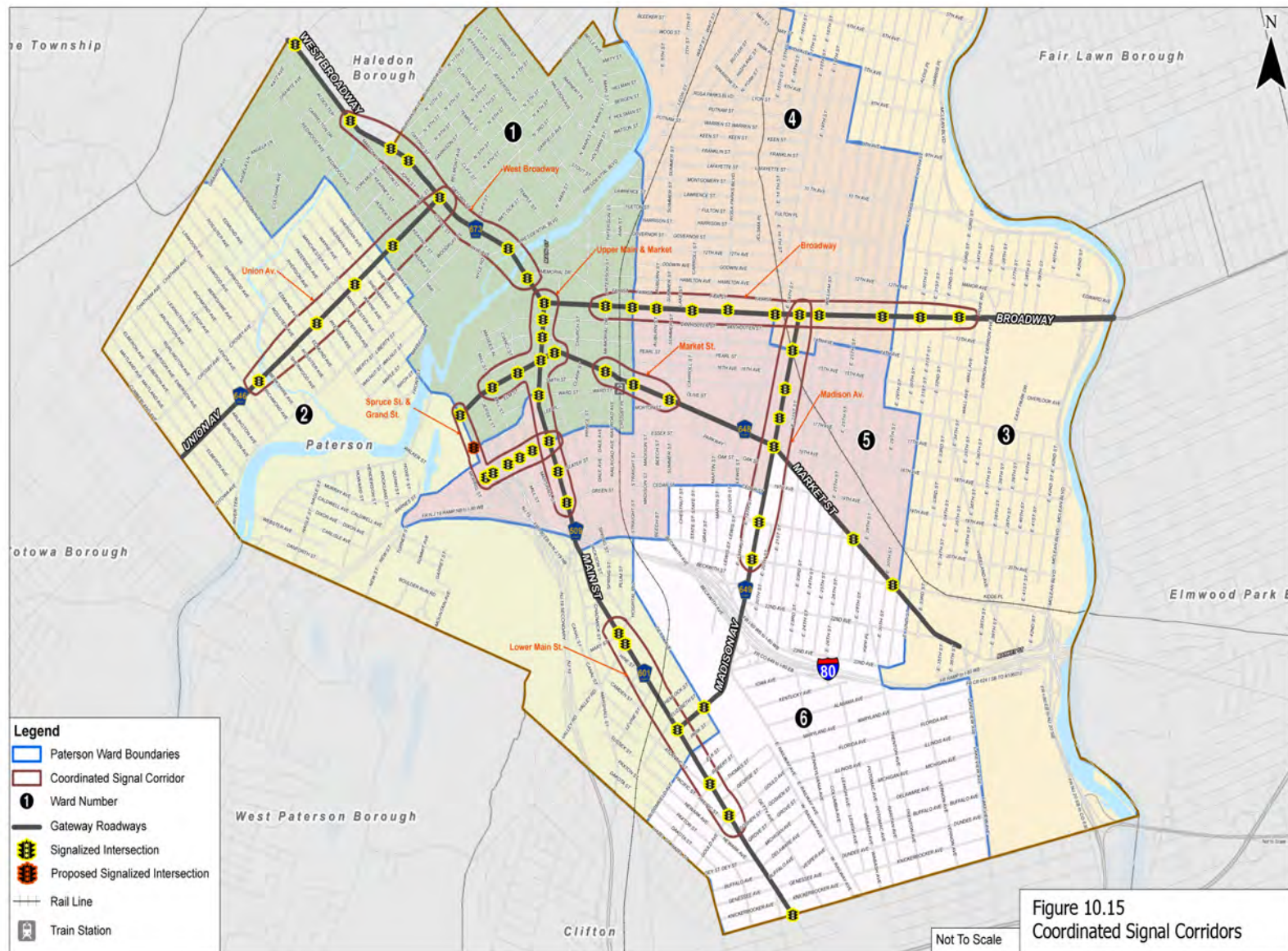


FIGURE 10.15: Coordinated Signal Corridors from 2010 City-Wide Transportation Needs Assessment



HISTORIC PRESERVATION ELEMENT

Introduction

As the urban realm is in a state of constant change, preservation of historic sites and districts becomes a vital component of any City's land use policy and practices. Historic preservation provides both a physical and emotional connection to the past, and serves as a reminder of the achievements and struggles of previous generations. Safeguarding the existence and appearance of historic elements of a community provides educational and cultural value that enriches community life through linkages to the past. Any city needs to grow and progress forward in its development, however preserving the history and culture of a place allows it to remain true to its roots while also having an eye toward the future.

This element is prepared in accordance of the NJ Municipal Land Use Law which states that a Historic Preservation Element may be prepared as a portion of a municipal master plan, 40:55D-28.b:

“A historic preservation plan element: (a) indicating the location and significance of historic sites and historic districts; (b) identifying the standards used to assess worthiness for historic site or district identification; and (c) analyzing the impact of each component and element of the master plan on the preservation of historic sites and districts;”

The purpose of the Historic Preservation Element is to provide an overview of the existing historic and cultural resources in the City of Paterson, while also identifying potential strategies to preserve and maintain them in a way that balances other needs of the City with the need for preservation.

Historic Context

INDUSTRIAL HISTORY

Paterson's civic and industrial history is closely entwined with the Great Falls of the Passaic River, which set the location of the City because the seventy seven foot high falls provided tremendous motive power for manufacturing when water-powered mills were the technological state of the art.

The Society for Establishing Useful Manufactures (S.U.M.) incorporated in 1791, set a standard for cooperative public/private investment in order to create the infrastructure of waterways. These waterways would then offer private mill owners a chance to build on lots that had access to power. Although water power was rendered obsolete only a generation or so later, when the steam engine came into use, the mill owners adapted to new technologies and stayed within the City because it had already acquired important transportation connections to the coal fields of Pennsylvania and the markets of New York, via the Morris Canal, and a strong workforce, which was largely drawn from immigrants to the United States.

Paterson, New Jersey was founded in 1792 as the nation's first planned industrial city. It was a manifestation of Alexander Hamilton's response to his political rivals who idealized rural life and argued that agriculture was and would continue to be the source of the young nation's prosperity. Cities and industry did indeed prevail over agriculture as the source of American wealth in the arc of the 19th century, and Paterson boomed with the Industrial Revolution. Its many factories turned out firearms, locomotives, heavy machinery, bridges, countless technological innovations, and all sorts of textiles, especially silk, giving the City its late 19th century nickname, "The Silk City".

Dozens of factories generated much wealth for the factory owners and managers, and the buildings themselves are sometimes seen as representations of American prosperity and ingenuity. But their workers did not share the wealth,

and often sacrificed life and limb to the machines, the drudgery of repetitive jobs, and the limited opportunities for advancement. The labor unrest that peaked in Paterson in 1913 is an important moment in American labor history, offering a different view of the same factory buildings, as places of oppression rather than uplift. In the standard recitation of Paterson's history, the worker's strikes of the early 20th century accelerated the closure of many mills and factories and the decline of the industrial city, but shifting patterns of labor across the country left much of the northeast in similar circumstances.

Although there was a boom in industrial activity in the 1940s related to the production of materials for the war effort, including the manufacture of aircraft engines by the Wright Aeronautics Company, Paterson's industrial base and then its population declined following World War II. Like so many other American cities, their suburbs overtook the core in housing a middle class population, and in providing automobile-friendly settings for commerce and the service-industry-based offices that increasingly supplanted heavy industry as the nation's economic driver.

It is in the response to this post-war, center-city industrial decline, that a difference can be seen in contemporary cities. "Urban Renewal" began as a targeted removal of the industrial areas in cities across the United States, without necessarily offering anything in their place. When coupled with the construction mandates of the Interstate Highway System, urban renewal practices produced catastrophic damage to urban neighborhoods around the country. The proposal for Paterson was to do just that – build a highway to create a scenic route along the Passaic River, tearing down the old factory buildings there. As early as the 1960s, Paterson's citizens recognized that the history and structures related to Paterson's founding under the Society for Establishing of Useful Manufactures (SUM) were worthy of preservation, and that the "demolish and build new" mentality of the era was inappropriate for this

unique asset within Paterson.

HISTORIC PRESERVATION EFFORTS

For over half a century, Paterson has realized that the mills, the Great Falls, and their role in the City and nation's history had to be preserved. However, the tools to do so were limited in the 1960's and have remained modest compared to the scale and scope of the historic resources. A first step was using the National Register, established in 1966 as the nation's listing of significant historic and architecturally important sites, as a way of gaining statewide and national recognition for a large group of buildings, to be known as the Great Falls/SUM Historic District (GFHD). The GFHD initially consisted of 89 acres near and including the Great Falls, including mill complexes and the SUM raceway system.

The Great Falls/SUM Historic District was listed on the New Jersey Register of Historic Places in 1970 and on the National Register of Historic Places by 1971. In this period, designation of districts or groups of buildings, where the "whole was greater than the sum of the parts", was a new idea for historic preservationists, who had earlier focused on the individual homes of Founding Fathers or on High Victorian mansions or Civil War battlefields. Establishment of the Great Falls Historic District at this time was also an initial effort to protect and recognize America's industrial and technological heritage that was especially assisted by the establishment in 1969 of the Historic American Engineering Record within the National Park Service. National Register listing meant that any public expenditure, such as for highways, had to consider the impact of the new proposed use on any listed historic sites or districts. Following initial establishment, the boundaries of the GFHD were expanded twice, once in 1975 and again in 1986, to include additional buildings, archaeological sites, and the raceway system that harnessed the water power of the Great Falls into a useable force. The total

acreage of the Great Falls Historic District now is 119 acres, comprising of ownership by both public and private entities.

In 1976, The Great Falls Historic District was elevated to the status of a National Historic Landmark District, further distinguishing it among a small number of the nation's most significant historic districts. The designation ceremony at the Great Falls was attended by President Ford and was important for linking Paterson's industrial core with the nation's Bicentennial celebrations of that year. It sent a message that American history extended well beyond the American Revolution, which was being celebrated that year, and that industrial history and the role of working men and women through time was also an important part of American heritage.

PATERSON GREAT FALLS NATIONAL HISTORICAL PARK

Soon after the initial establishment of the GFHD in 1970 and especially following the Presidential visit in 1976, preservation sentiment and efforts in the Paterson community intensified greatly, to include the idea of the GFHD to be designated as one of America's national parks. While efforts were made by citizens, city and other elected officials in the decades that followed, the effort finally came to fruition only recently, since the 2000's. Congressional authorization of an area of about 33 acres within the larger GFHD boundaries to become a new National Park came, however in 2009 at a time of financial contraction throughout the United States, and of increasing concern about federal spending.

The Paterson Great Falls National Historical Park (PGFNHP) as it is officially known was legally established in November 2011 to contain 9 acres of property to be acquired by the National Park Service (NPS), while the remainder of the 33 acres within the park boundary will remain owned by either the City of Paterson, the Paterson

Municipal Utilities Authority, or the Passaic Valley Water Commission. The National Park Service will initially acquire Mary Ellen Kramer Park, and Overlook Park. The PGFNHP contains a core of significant buildings and features including the SUM Hydroelectric Plant and the raceways. Visitors to the National Park can use the resources of the city-owned Paterson Museum or the Great Falls Cultural Center, but clearly the mixed ownership means that tremendous cooperation and trust need to be built between the different entities that have ownership of lands in order for the overall Great Falls Historic District to be rehabilitated and to serve as the best setting for the jewel that is the Paterson Great Falls National Historical Park. Parameters of the cooperative relationship between the City of Paterson and the National Park Service were set down in an agreement that was formative to the legal establishment of the PGFNHP in 2011 by the Secretary of the Interior.

There may eventually be an expansion of the official holdings of the PGFNHP to include more lands within the boundaries, if those properties can be donated to the National Park Service and remediated of any environmental contamination. Nevertheless, a significant majority of the area in and around the Great Falls National Historic Landmark District will remain outside the National Park boundaries. Thus it is critical that the Paterson Historic Preservation Commission strengthen its capacity and continue to work closely with the NPS, and branches of the City government, to protect and enhance the buildings and the setting of the Great Falls Historic District.

With the incorporation of part of the Great Falls Historic District into a National Park, there are changes afoot for the management of the core historic area. The National Park is currently developing a General Management Plan (GMP). The GMP will respect the character of the historic buildings, and recognizes the need for opening the Passaic River and the Great Falls to visitation. Further discussion of the General Management Plan can be found in the Open Space and Recreation Element



Paterson Great Falls



Great Falls Historic District

PATERSON GREAT FALLS STATE PARK

In 2008, a master plan was developed for the NJ Department of Environmental Protection for the Great Falls area to be a State Park. Although this plan was never officially adopted, it does offer a number of interesting recommendations for the Great Falls area. Further discussion of this particular Plan for the Great Falls can be found in the Open Space and Recreation Element.

LOCAL PRESERVATION EFFORTS

Paterson established a municipal focus on preserving the Great Falls Historic District through the creation of a City Historic Preservation ordinance in 1979. It was clear that National Register listing alone had little influence on private property owners, and privately owned mills were being demolished or significantly altered by some, while others were being proposed for restorations of poor quality. A local historic preservation ordinance, enacted as part of local land use regulations, provided an opportunity for Paterson to gain some control over the appearance of historic buildings in the Great Falls Historic District. However, New Jersey did not adopt enabling legislation specifically authorizing communities to undertake historic preservation regulation as part of municipal land use functions until 1986. Paterson's ordinance subsequently received minor amendments in 1988 to bring it into conformance with the state statute, and the Paterson Historic Preservation Commission (PHPC) was able to become fully functional in 1988. Further amendments were made to the local preservation ordinance in 1992 again to comply with changes made to the State's land use statutes. The City's ordinance has not been revised since. A draft of a new and expanded historic preservation ordinance is currently underway at the time of this writing, and could potentially be adopted prior to the adoption of this Master Plan.

The proposed Historic Preservation Ordinance provides an update to the current ordinance, a clearer process for identifying and designating a local property to the Paterson Register of Municipal Historic Places, and establishes a more clearly defined role for the Paterson Historic Preservation Commission. The proposed ordinance provides the following:

- A set of definitions for historic preservation
- Establishes a Paterson Register of Municipal Historic Places, including all nationally and state designated places
- Establishes criteria for designation as a local historic site or district
- Establishes procedures for designation as a local historic site or district
- Establishes procedures for removal from the Register of Municipal Historic Places
- Establishes a historic marker program to aid in education and outreach
- Grants greater authority to the PHPC as a “strong commission” with the authority to review construction and alterations on all locally designated historic properties
- Establishes clear standards for the PHPC to provide recommendations to the Planning Board or Zoning Board on an application
- Requires that the Planning Board or Zoning Board provide their own explanations and factual basis to the PHPC if they go against a recommendation of the HPC on any application

Since the adoption of the Historic Preservation Ordinance and its last update in 1992, the PHPC has been charged with reviewing and offering approval, approval with conditions, or denial of the occasional efforts by the private sector to rehabilitate structures in

the Great Falls Historic District through the Certificate of Appropriateness process. There has been some outstanding preservation work within the Great Falls Historic District, but its sheer size and under-utilization means that there are many more buildings still in need of maintenance and sensitive repair. And buildings that were once restored in the late 20th century may need attention again, as maintenance of historic fabric is a perpetual commitment on the part of building owners and managers.

The public sector has a more complex relationship to the Historic District, and to the PHPC. The locally-designated Great Falls Historic District includes portions that were owned by the Passaic County Utility Authority, the State of New Jersey, and the City of Paterson. Under the law, public agencies at a county or state level are not subject to municipal ordinances, and so the PHPC found themselves with little authority in local preservation efforts through the 1990s and early 2000s as some key sites were owned by Passaic County and the State of New Jersey.

Current Historic Resources

HISTORIC PRESERVATION ORDINANCE

The City's current Historic Preservation Ordinance calls for a Commission of seven members to review applications for exterior work on buildings within the Historic District, as presented to the PHPC through the City's Construction Official. The PHPC may also review applications before the Board of Adjustment or Planning Board, if requested by those bodies. The PHPC reviews exterior changes according to their standards, which incorporate by reference the Secretary of the Interior's Standards for Rehabilitation.

The Commission makes decisions in a public meeting, and sends the results of the deliberation through a letter to the Construction Official (or Zoning or Planning Board if they seek PHPC comment) recommending the proposed work, accepting the proposed work with conditions, or denying approval for the proposed work because it does not meet the stated standards. The Construction Official is instructed to deny the permit for planned work if the PHPC recommends denying a project for incompatibility with the standards, and therefore incompatibility with the characteristics of the historic district. For Planning and Zoning Board applications, the PHPC's recommendation is considered by those Boards in their deliberations, but it cannot be the sole or final determinant of those Boards' acceptance or denial of an application.

The tension between a desire for economic development and the standards and processes for historic preservation within the Great Falls Historic District has been evident for as long as the historic district has been in place. There is also a tension between a desire by applicants for a fast-track approval of projects by the PHPC staff and the desire of the full Commission to hear applications for changes to historic buildings in a regularly scheduled public meeting. In addition, the PHPC reports that there is a significant amount of non-compliance with building laws in the City, so that frequently work is carried out without proper

permits, and damage is often done to historic buildings before any review or even notice can be received by the PHPC or any other City agency charged with oversight of building practices.

The design standards of Paterson's ordinance clearly build upon The Secretary of the Interior's Standards for Rehabilitation. There are also specific, local Design Guidelines developed in 1999 for the Great Falls Historic District. These Design Guidelines incorporate advice on working with specific building features and materials, and illustrate the results expected. Helping the public, the Construction Official, and members of the Planning and Zoning Boards, as well as the members of the PHPC really understand what the impact of designs would be upon an individual building and the overall historic district is very important in sharing the vision of a rehabilitated Great Falls Historic District. The Paterson Historic Preservation Commission is also charged in the local ordinance with identifying and documenting the historic sites and districts within the City. There was a survey which inventoried the City in 1986, that identified sites and districts outside the Great Falls Historic District. An update of this survey was carried out in 1995, but since then, no official updates have been made.

A complete survey of the City's buildings, including those in the Great Falls Historic District, is long overdue. The existing survey information also is not in a digital format, making it difficult to access. With today's technology, mapping, photography, and cross-referencing block and lot numbers of properties considered historic, it could be widely and easily available to other municipal offices and the general public.

The designation of additional local sites and districts as part of the Paterson Register of Municipal Historic Places to be regulated by the PHPC is not spelled out in the current historic preservation ordinance, but the proposed draft offers a clearer path to local designation. Suggestions

by the PHPC for local historic districts or landmarks are to be referred to the Planning Board for action. The PHPC is set up to be advisory to the Planning Board, with very clear language giving the Planning Board the sole power over height, bulk and other land use issues. This is consistent with the NJ Municipal Land Use Law, but better cooperation between the Planning Board and the PHPC could result in more outcomes where historic sites are considered important assets in planning new development.

DESIGNATED HISTORIC PLACES

A place, property, structure, object, or district can be officially recognized for its historic significance on any one of the National, State, or local register of historic places. Each of these designations carries its own set of legal protections and/or financial incentives for historic preservation. National designation focuses primarily on providing financial and tax incentives for the protection of resources, whereas local designation typically focuses on placing regulatory constraints on the alteration of historic resources, as part of zoning and development standards.

The Paterson Historic Preservation Commission lists the Comparison of National and Local Designation on its website outlining the benefits and differences between a listing on the National Register and locally designating a property or district:

FIGURE 11.1

Comparison of National vs. Local Designation	
National Register Listing	Municipal Landmark Listing
<ul style="list-style-type: none">Identifies significant properties and districts for general planning purposes	<ul style="list-style-type: none">Preserves a community’s significant historic properties and areas through a design review process related to building and zoning permits
<ul style="list-style-type: none">Analyzes and assesses the historic character and quality of the property based on uniform national criteria and procedures	<ul style="list-style-type: none">Preserves the historic character and quality of the property with specific design guidelines.
<ul style="list-style-type: none">Can consider the character and integrity of exterior and interior as well as site and context	<ul style="list-style-type: none">Designates historic places on the basis of national and local criteria and local criteria and procedures
<ul style="list-style-type: none">Makes available specific federal tax incentives for preservation purposes	<ul style="list-style-type: none">Provides no tax incentives for preservation purposes unless such are provided by local tax law (none in Paterson)
<ul style="list-style-type: none">Provides a limited degree of protection from the effects of publicly-funded undertakings (projects)	<ul style="list-style-type: none">Provides no additional protection from the effects of publicly-funded undertakings (projects)
<ul style="list-style-type: none">Qualifies property owners for federal and state grants for preservation purposes	<ul style="list-style-type: none">Does not qualify property owners for federal or state grants for preservation purposes if not also listed on those registers
<ul style="list-style-type: none">Does not restrict the use or disposition of property or obligate private property owners in any way	<ul style="list-style-type: none">Does not specifically restrict the use to which property is put or require property owners to make improvements to their property or make them open to the public
<ul style="list-style-type: none">Does not require conformance to design guidelines or preservation standards when property is rehabilitated unless specific preservation incentives (tax credits, Federal grants) are involved	<ul style="list-style-type: none">Requires local HPC review, based on conformance to national standards and local design guidelines, before a building permit is issued for any “material changes” in appearance to the property
<ul style="list-style-type: none">Does not directly affect state and local government activities	<ul style="list-style-type: none">Provides for review of proposed demolition; may prevent or delay proposed demolitions for specific time period to allow for preservation alternatives
<ul style="list-style-type: none">Does not necessarily prevent the demolition of historic buildings and structures by private owners	

A historic site or district can have a “State Historic Preservation Office (SHPO) Opinion”, offered from the State Historic Preservation Officer; or a “Certificate of Eligibility”, or a “Determination of Eligibility” as a historic resource. A Certification of Eligibility (COE) is issued by the New Jersey State Historic Preservation Officer. For properties not already listed on the New Jersey Register of Historic Places, a COE satisfies a prerequisite to apply for funds from the New Jersey Historic Trust, as well as several county preservation funding programs. A Determination of Eligibility (DOE) is issued by the Keeper of the National Register, National Park Service, Department of Interior. It is a formal certification that a property is eligible for registration. A SHPO Opinion is an opinion of eligibility issued by the State Historic Preservation Officer. It is in response to a federally funded activity that will have an effect on historic properties not listed on the National Register.

Such COE’s and DOE’s are often obtained on a project-by-project basis to confirm the significance of a site, but they are done so without the full documentation required for listing on the National Register. COEs and DOEs, offer a legal “good as listed” status for many types of environmental reviews or grant eligibility, but there is no required follow-up to actually place these sites on the registers. Listing on the State and National Registers (or a Determination of Eligibility or Certificate of Eligibility) confers the opportunity for review of the impact of publicly-funded projects upon these designated historic resources, but the State and National Registers have no effect on privately-funded efforts or any regulatory effect on property owner changes.

HISTORICALLY DESIGNATED PROPERTIES

There are currently 12 different sites and 3 historic districts, along with the Morris Canal, that are listed on the National Register of Historic Places, and 66 sites with SHPO opinions within the City of Paterson. The sites and districts on the State Register include all 16 listed on the National Register, with the exception of City Hall, in addition to other sites and districts that are potentially eligible for listing on the National Register. In addition to the Great Falls Historic District, there are also two other National Register Historic Districts in Paterson: the Downtown Commercial Historic District, which includes the civic buildings and commercial core of the City; and the Eastside Park Historic District, a residential neighborhood surrounding Eastside Park, overlooking the Passaic River. The map of Designated Historic Places and Districts illustrates the locations of these historic resources.

Locally designated historic sites, which are subject to review, and thus approval or denial of work affecting the building exterior by the Paterson Historic Preservation Commission, include the large Great Falls Historic District and the Downtown Commercial Historic District. Currently there are sixteen other individual sites in the City designated as local landmarks. The proposed (2013) Historic Preservation ordinance would automatically incorporate all National Register properties into the list of sites under the review of the PHPC. This consolidation of what constitutes “historic” property in Paterson makes sense, and if approved in adopting the local ordinance, would provide a base for the PHPC to move forward in regulating some scattered sites outside the historic districts. All locally designated landmarks can be found on the Map of Designated Historic Places, and are listed in figure 11.2.

Section 300-13 of the Land Development Ordinance identifies all designated historic sites and districts in the City. There are two historic districts, and 16 individual historic sites currently designated as local historic landmarks in the City.



Hamilton Club, DCHD



Thompson and Ryle Homes

CITY OF PATERSON
Master Plan

Designated Historic
Places

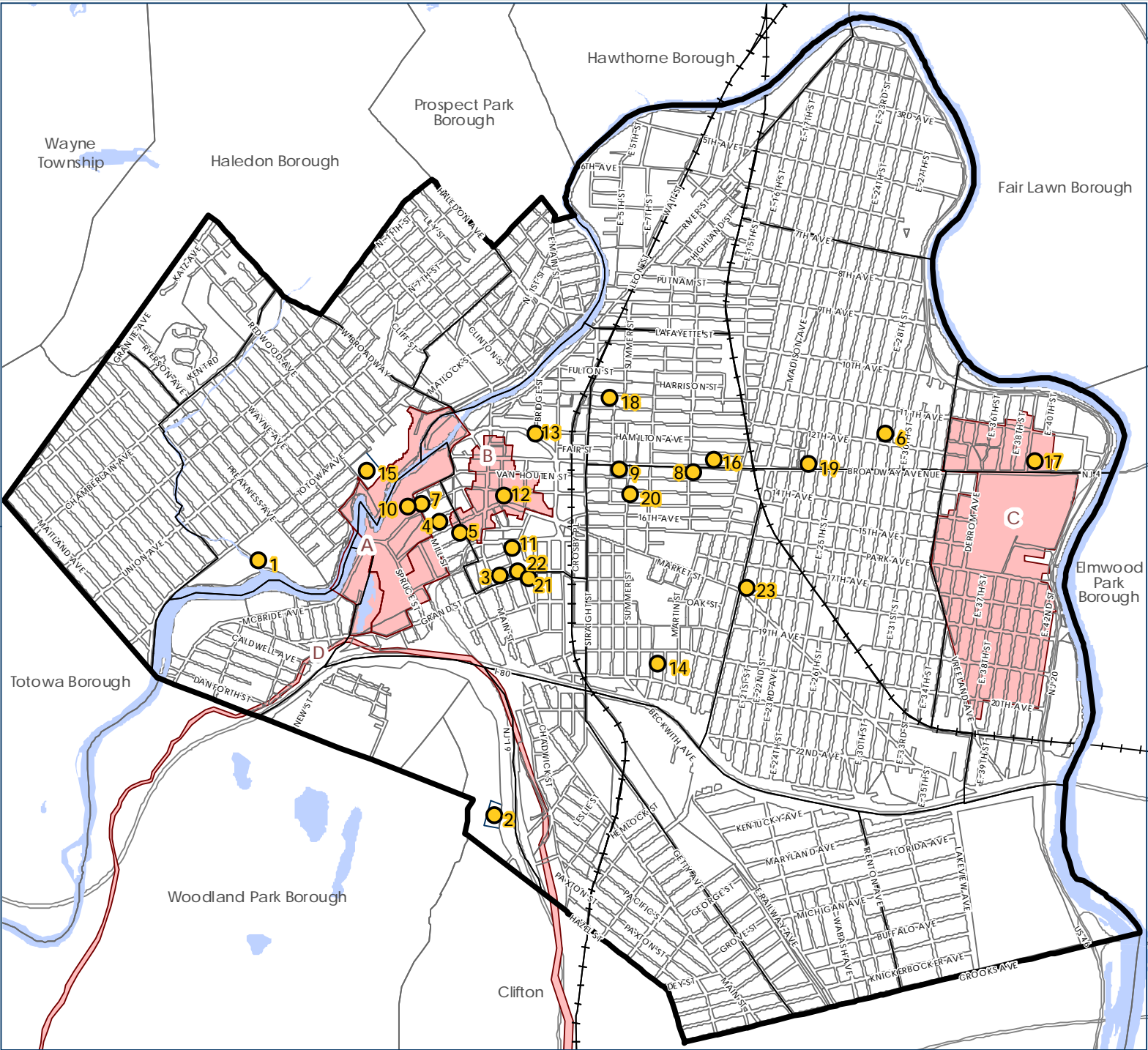


FIGURE 11.2

Designated Historic Places

City of Paterson

Map ID	Site	Survey #	Location/Address	National Designation	State Designation	Local Designation	Construction Date
Historic Districts							
A	Great Falls Historic District	D-11	Great Falls	1970 (addendum 1975)			
B	Downtown Commercial Historic District	D-8	Downtown	1999			
C	Eastside Park Historic District	D-5	Eastside Park	2004			
D	Morris Canal	2784	Delaware to Hudson Rivers/ Garrett Mountain	1974			
Historic Properties							
1	Westside Park and Van Houten House	2401, 1608-415	114-242 Totowa Ave.	1973	1972		1770
2	Belle Vista / Lambert Castle	2385, 1608-431	Valley Rd. in Garret Mountain	1976	1975	1991	1893
3	Cathedral of St. John the Baptist	2367, 1608-226	357-371 Main Street	1977	1977	1991	1860, 1890
4	Public School Number Two	2391, 1608-355	2-20 Passaic Street	1978	1977		1871
5	St. Michael's R.C. Church	2396, 1608-281	74 Cianci St.	1978	1978		1929
6	Ferguson, John W., House	2376, 1608-479	421 12th Ave.	1980	1980		1906
7	Thompson, Daniel, and Ryle, John, Houses	2400, 1608-281	8 and 9 Mill St.	1981	1981	(GFHD)	1830
8	Cooke, Frederick William, Residence (destroyed)	1608-035	384 Broadway	1982	1981	1991	1885 Destroyed 1991
9	Danforth Memorial Library	2371, 1608-022	250 Broadway	1984	1983	1991	1905
10	Argus Mill (GFHD)	2364	6 Mill Street	1986	1986		
11	Passaic County Courthouse Annex	1608-186	63-65 Hamilton Ave			1991	1895
12	Paterson City Hall	2369, 1608-248	155 Market St.	1995		1991	1896, 1903
13	Huntoons Corner (UGRR)	N/A no structure	93-95 Bridge Street			1996	1850-1865
14	Reinhardt Mills	4145, 1608-494	283-297 21st Ave., 122-136 20th Ave., 46-72 Gray St., 45-67 State St.	2003	2003		1900
15	Hinchliffe Stadium	4234, 1608-237	186-216 Maple Street	2004	2004	2013	1925
16	Masonic Temple	1608-036	385-405 Broadway			2007	1923
17	Barbour Estate	1608-115	91-131 E. 39th Street	(EPHD)	(EPHD)	2007	1909
18	Bethel AME Church	1608-002	2-4 Auburn Street	(EPHD)	(EPHD)	2011	1880
19	Community Baptist Church	1608-039	535-539 Broadway			2011	1929
20	First AME Zion Church	1608-125	326 Ellison Street			2012	1924
21	Barbour Flax Spinning Works	1608-175	434-440 Grand Street			2013	1870
22	Memorial Day Nursery	1608-174	397-405 Grand Street			2013	1903
23	New Christian Tabernacle Church	1608-208	1-7 18th Avenue			2013	1900

ELIGIBLE HISTORIC SITES AND DISTRICTS

The following districts and sites have either a DOE, COE, or SHPO Opinion, making them eligible for designation on the State Register:

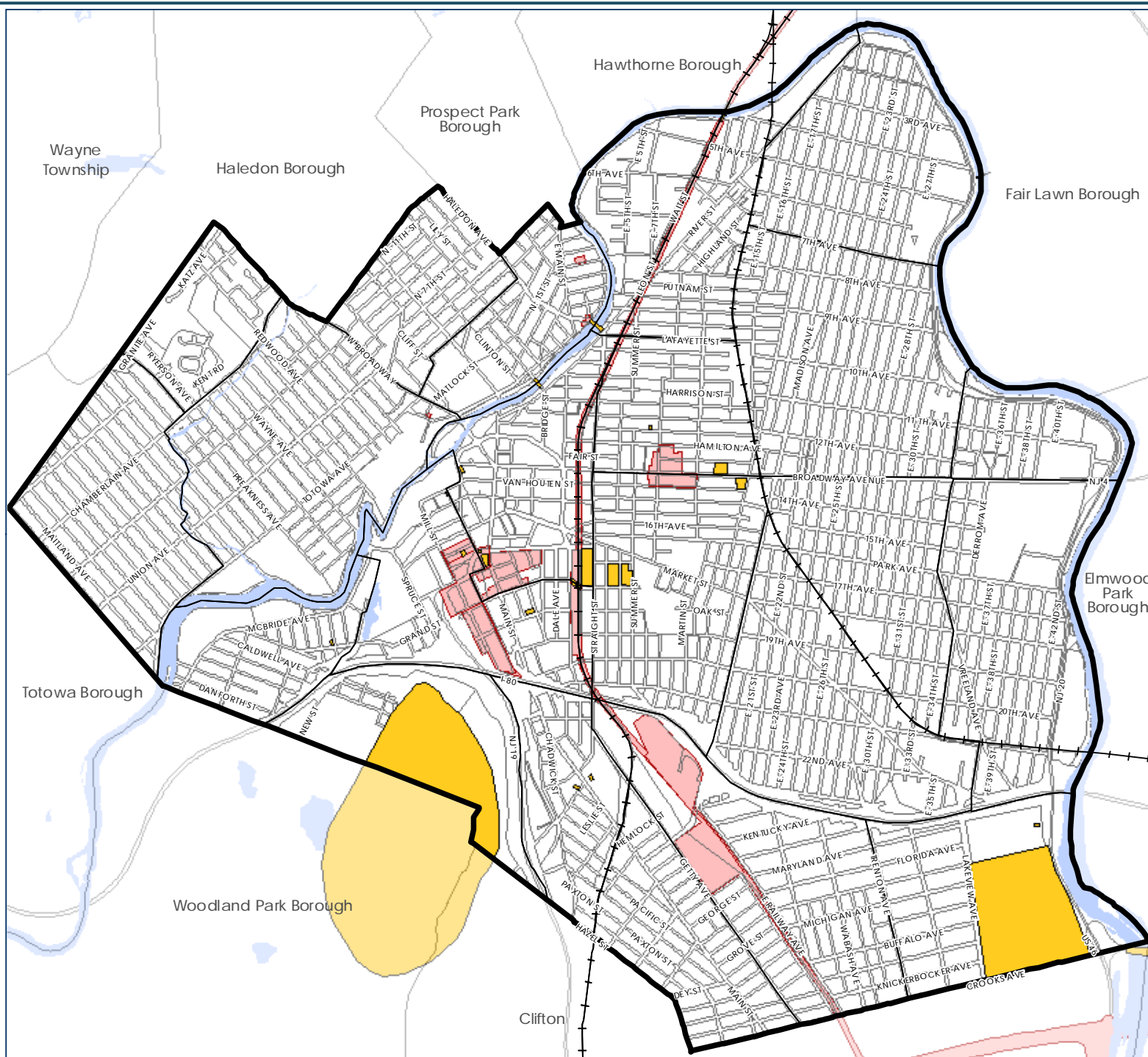
FIGURE 11.3

Eligible Historic Sites and Landmark Buildings

City of Paterson

Site	Location/Address	SHPO Opinion	C.O.E.	D.O.E	Notes
Arch Street Bridge		5/26/1989			
Argus Mill	Mill Street	6/7/1979			
Barbour Mill Workers Housing Complex	223 Slater Street			9/13/1978	
Barbour Park Historic District	Portions of Broadway, Carroll, Fair, Van Houten	2/8/1991			
Cedar Lawn Cemetery	200 McLean Boulevard	11/18/1988			
Colt Gun Mill	Great Falls District		1/18/1996		
Cooke Locomotive & Machine Company/American Locomotive/Wright Aeronautical Company Historic District	Madison Avenue and Conrail	8/18/1998			
Doherty and Wadsworth Mill	41 Beech Street	1/29/1999			Demolished
Downtown Courthouse Historic District	Portions of Ward Street, Main Street, Oliver Street, Grand Street	9/7/1990			
Dublin Historic District	Elm Street, DCHD	9/8/1981			
Elm Street Residential Historic District				9/13/1978	In Dublin HD
Engine Company Eleven Fire Station	95-97 Grand Street	5/6/2011			
Erie Railroad Main Line Historic District	Erie RxR ROW	2/20/2003 expanded 3/6/2006			
Essex Mill	2 Mill Street	6/11/1981			GFHD
Fire Truck Company #2	77 Prospect Street			9/13/1978	In Dublin HD
First National Bank of New Jersey	125 Ellison Street	6/7/1979			DCHD
First Presbyterian Church of Paterson	320 Main Street		12/3/2001	9/13/1978	
Garret Mountain Park	Garrett Mountain Reservation	10/26/1979		1/30/1980	
German Presbyterian Church	26-28 Elm Street			9/13/1978	In Dublin HD
81 Godwin Avenue	81 Godwin Avenue	10/21/1993			
Hamilton Club	32 Church Street	6/7/1979			DCHD
126 Market Street	126 Market Street	6/7/1979			
The Masonic Temple	385-405 Broadway	9/8/2004			
Meisch Silk Manufacturing Company	52 Courtland Street	10/16/1997			
Morrisse Building	Main/Ward Streets			9/13/1978	In Dublin HD

Site	Location/Address	SHPO Opinion	C.O.E.	D.O.E.	Notes
Passaic River Bridge	NJ Transit Main Line, milepost 17.34	2/3/1999			
Paterson Armory	461-473 Market Street		8/12/2011		
Paterson Post Office	194 Ward Street	11/2/1994			
Paterson Viaduct Historic District	Essex Street, Ward Street, and Market Street Bridge	11/2/1994			
Pennington Park World War Memorial	Pennington Park	2/21/2012			
Phoenix Mill	Van Houten/Cianci Street	6/11/1981			GFHD
Quackenbush Department Store	186-196 Main Street	6/7/1979			DCHD
Question Mark Bar	20 Van Houten Street	6/7/1979		9/13/1978	GFHD
Riverview North Historic District		3/13/1997			Rescinded Opinion 1992
Riverview South Historic District		3/13/1997			Rescinded Opinion 1992
Rogers Locomotive Company Frame Fitting Shop	16-32 Spruce Street		4/19/2000		GFHD
Ryle Avenue Streetscape	35-39 Ryle Avenue	1/24/1991			
Sacred Heart Armenian Catholic Church	163 Barclay Street	10/16/1997			
Saint Joseph's Hospital	683-735 Main Street	10/16/1997			
Saint Michael's Sisters Home	45-47 Ward Street			9/13/1978	In Dublin HD
Saint Paul's Episcopal Church	424-432 Broadway		12/19/1994		
Southwest Residential Historic District				9/13/1978	In Dublin HD
Saint Mary Help of Christians Roman Catholic Church	410-420 Union Avenue		1/22/2009		
Straight Street Bridge	Straight Street over Passaic River	3/13/1997			
William Strange Silk Mill	44 Beech Street	1/29/1999			
Telsa Mill		6/7/1979			
John Nicolas Terhune House	McLean Boulevard/Market Street	8/11/1998			
United States Custom House and Post Office	63-65 Hamilton Street		10/17/2012		Passaic County Courthouse Annex
US Route 46 over Passaic River Bridge		1/15/1991			
West Broadway Bridge	West Broadway over Passaic River	3/14/2002			



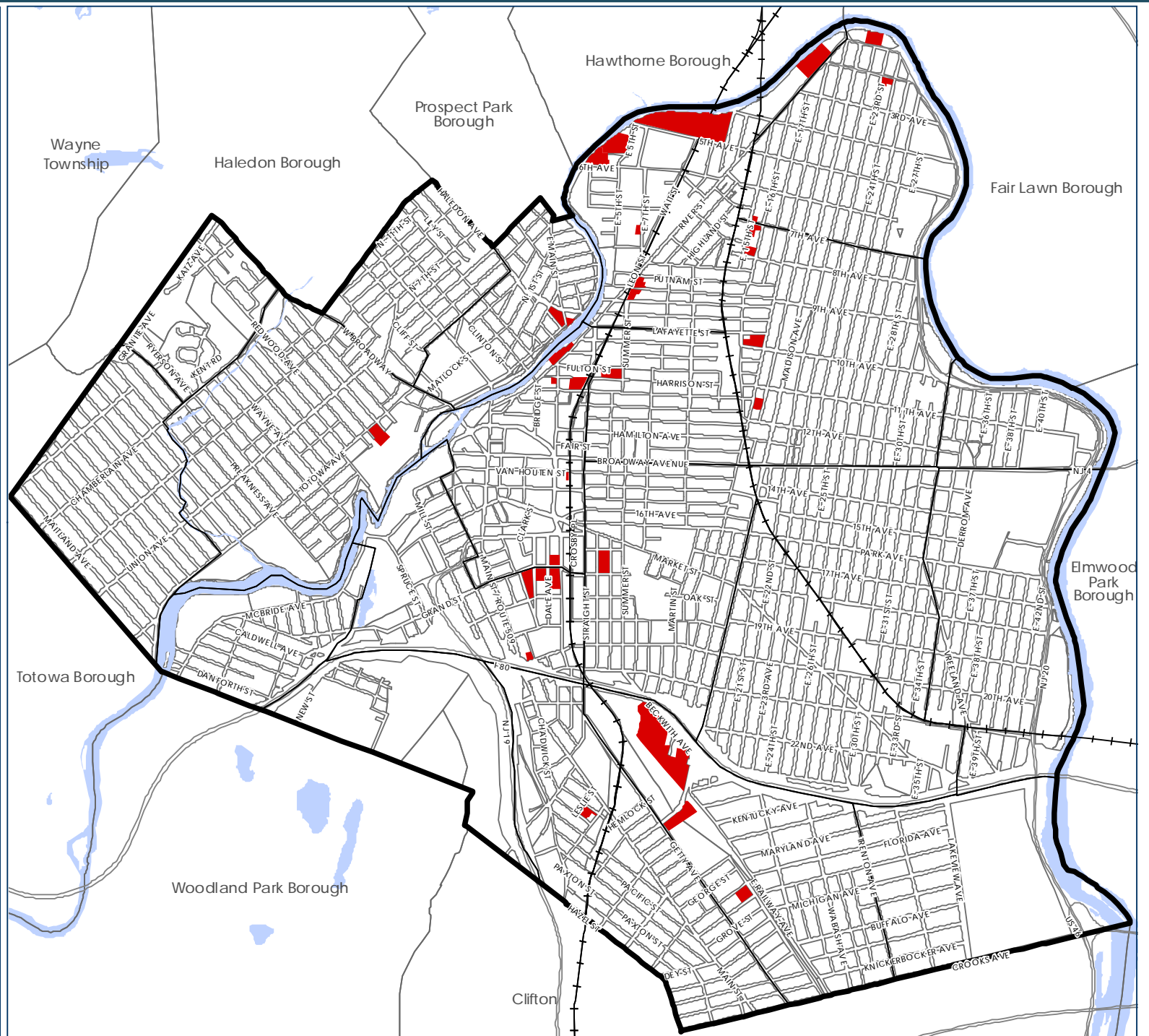
CITY OF PATERSON Master Plan

Historic Mill Survey

 2012 Historic Mill Survey



Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Historic Mill Survey





Royle Mill Demolition



Riverside Silk Mill

PROPOSED HISTORIC SITES/OTHER HISTORIC RESOURCES

The “Mill Survey”, prepared in 2012, identified 28 mill buildings around the City that fall outside the Great Falls Historic District that could be eligible for the National Register of Historic Places. These mills are shown in the Historic Mill Survey Map. Preparation of a “thematic” or Multiple Property Documentation Form may be carried out to facilitate a National Register nomination and listing for these mills. The materials prepared for the survey go a considerable way toward preparing the Multiple Property nomination.

The mill sites could also be adopted into the Paterson Register of Municipal Historic Places. Locally-designated historic sites are, like National Register-listed sites, eligible to use federal historic tax credits, provided the local Historic Preservation Commission is recognized as a “Certified Local Government”. Paterson is a Certified Local Government, recognized by the New Jersey Historic Preservation Office as meeting the basic criteria of this designation, including a local historic preservation ordinance and institutional capacity to act as a designee of the State in historic preservation matters.

In January of 2012, the Paterson Historic Preservation Commission compiled the following list of mills from the Mill Survey, which they recommended to be designated for inclusion in the Paterson Register of Municipal Historic Places, all of which have been deemed eligible for national landmark designation:

- Cooke Locomotive (1183 Madison Avenue)
- Wright Aeronautical (110-124 Beckwith Avenue)
- Miesch Silk Manufacturing (52 Cortland Street)

- John Royle and Sons Mill (10 Essex Street) Recently Demolished
- William Strange Mills (44 Beech Street)
- Barnert/Dale Mills (463 Grand Street)
- Watson Machine (74-102 Railroad Avenue)
- Barbour Flax Mills (404, 440 Grand Street) (designated 6/25/13)
- Miesch Silk Company (468 Totowa Avenue)
- Hinchliffe Brewery (63 Governor Street)
- Hall Mills (94 Fulton Street)
- Aaronsohn Mill (245 Tenth Avenue)
- Riverside Silk Mill (781 River Street)

In April of 2013, the Paterson Historic Preservation Commission indicated that it is recommending approximately twenty properties for designation and inclusion in the Paterson Register of Municipal Historic Places. Those properties are:

- All “Mill Survey” properties, as noted above
- Gaetano Federici Public Art Works
- Public Statues and Monuments
- Eastside Park
- Westside Park
- Eastside Park Historic District
- Courthouse Historic District
- North and South Dublin Districts
- School # 2 (Original Building) (2-20 Passaic Street)
- School # 5 (Old School #5) (430 Totowa Avenue)
- School # 17 (112 North Fifth Street)

Historic Preservation Funding and Tools

- Grand Street Firehouse (95-97 Grand Street)
- Westside Park footbridge across Passaic River
- United Presbyterian Church (375 Van Houten)
- St. Paul's Episcopal Church (424-432 Broadway)
- Paterson Armory (461-473 Market Street)
- Reinhardt/Borris Knoll Mills (20-21st Avenues)
- Silk City Lofts/a.k.a. W.P. Herrmann Building (175 Broadway)
- Our Lady of Lourdes Roman Catholic Church (440 River Street)
- St. Mary's Roman Catholic Church (410-420 Union Avenue)
- St. Joseph's Roman Catholic Church (399 Market Street)
- Shiloh Baptist Church (207-211 Broadway)
- Paterson Libraries (Southside-930 Main Street, Totowa-405 Union Avenue, Northside-60 Temple Street)

Since the designation of a place or building onto a register of historic places puts an additional level of public review and design standards on a property, there are a number of federal and state programs available to be used to help offset the costs of restoring, preserving, and maintaining a historic structure or property.

FEDERAL INVESTMENT TAX CREDITS

One of the frequently made arguments for designating privately owned, commercially zoned properties to the National Register of Historic Places is that it makes the building eligible to use federal investment tax credits for rehabilitation. Up to 20% of the cost of a "qualified rehabilitation" may be deducted from the owner's federal income tax. This has been proven to work as an incentive to redeveloping historic structures in many parts of the country. While there is a lengthy, formal application process for the use of the tax credits that requires adhering to the Secretary of the Interior's Standards, and review by the New Jersey Historic Preservation Office as well as by the National Park Service, the tax credits have been credited with spurring billions of dollars of reinvestment in the country's designated historic buildings in private use.

However, despite the existing designation of the Great Falls Historic District to the National Register since 1979 and the many buildings within it that might be good candidates for adaptive reuse and rehabilitation using the historic tax credits, few projects took advantage of them between 2001 and 2011 in Paterson. These were former textile mills that were rehabilitated into housing with help from the historic tax credit program. There have been no historic tax credit projects in the Downtown Commercial Historic District since its designation to the National Register in 2004.

HISTORIC SITE MANAGEMENT (HSM) GRANTS

HSM Grants are offered by the New Jersey Historic Trust (NJHT) and provide a source of funding for organizations looking to have professional assessments and planning for a historic site. HSM grants are for non-construction purposes only. These grants focus on feasibility studies or planning and assessments. These grant programs have been extensively used by the City over the years, but eligibility is restricted to public and non-profit owners. For-profit owners are not eligible for HSM grants through the NJHT.

CAPITAL PRESERVATION GRANTS

Capital Preservation Grants provide funding for construction costs and capital expenditures. These are also granted by the NJHT, and are provided in two categories, one with direct 1 to 1 matching of funds requested, and one with a 2 to 3 ratio of matching funds requested. Capital Preservation grants can range from \$5,000 to \$750,000. As with the HSM grants provided by the NJHT, eligibility for Capital Preservation Grants is restricted to public and non-profit owners.

PRESERVATION EASEMENTS

Preservation easements are a legal tool to protect historic properties from demolition or inappropriate changes. An easement that is donated to the New Jersey Historic Trust is also eligible for tax credits and other benefits. This program can provide monetary benefit to for-profit owners through income tax credits.

Review of Previous Plans

The last Master Plan prepared for Paterson, in 2003, had a Historic Preservation section, though this is not a required part of Municipal Master Plans as per the NJ Municipal Land Use Law. However, the commitment to historic preservation shown by the on-going retention of a preservation element in the master plan is a good first step to keeping the mill buildings and Paterson's history as the nation's first planned industrial city in the forefront of future development.

The goals outlined a decade ago encouraged designation of local districts in eleven different historic districts around the City. The 2003 plan made no special mention of Hinchliffe Stadium, the Armory, or the scattered mill sites around the City, all of which have become topics of great interest currently. That is not the fault of the prior plan, but shows that issues can change over time and new priorities deserve to be instituted.

The Downtown Commercial Historic District in Paterson was added to the State and National Registers of Historic Places in 2004. The Beaux Art buildings that dominate the streetscapes in the downtown civic/commercial area of Paterson are an architectural treasure, different in style and meaning from the buildings within the Great Falls Historic District, but just as important to preserve. The DCHD was designated as a local historic district in 2006. The PHPC is currently drafting comprehensive design guidelines for the DCHD as both an educational and regulatory device, to help guide property owners to make appropriate changes to their buildings that would preserve significant architectural features. This is anticipated to be completed in 2014.

The 2003 Master Plan also called for local designation of some residential neighborhoods, including the Eastside Park Historic District. While this area was listed on the State and National Registers of Historic Places in 2004, it has not been included in the Paterson Register of Municipal Historic Places. A draft set of design guidelines is available to offer education to property owners on ways to maintain character and value in these homes through preserving historic architectural features.

Nine additional historic districts were proposed for consideration in the 2003 plan, with the goal of having the City assist residents of these historic neighborhoods in determining if their area should be designated as a historic district.

Recommendations

1. **Work with the NPS to Develop the Paterson Great Falls National Historical Park** – In signing documents to help form the Paterson Great Falls National Historical Park, the City of Paterson committed to several things relative to historic preservation and land use in and around the National Park. These warrant repeating, and incorporation into the Master Plan, as their execution is both a requirement for the successful development of the Park and a positive reinforcement of the Historic Preservation activities of the City of Paterson.

As stated in the “Agreement to Establish and Preserve the Paterson Great Falls National Historical Park”, and signed by NPS and the City of Paterson in November, 2011, the following will be done:

“The City Administration will work with the City Council to amend the City’s land(s) use and subdivision ordinances in order to strengthen the role of historic preservation within the community. The ordinances will be amended, if required, to include:

- a. Specific criteria to be used for historic designation of a site;
 - b. Procedures to be used to designate a site as historic;
 - c. Eligible uses for historically designated and preserved properties;
 - d. Procedures for removing the historic preservation designation from properties;
 - e. Application procedures; and
 - f. Standards for review, design guidelines, and preventative maintenance.”
2. **Adopt a New Historic Preservation Ordinance** – An expanded and revised historic preservation ordinance was circulated for review in summer of 2013, which

addresses many of these issues listed above and required by the agreement with the National Park Service. The new ordinance is recommended to be adopted and implemented as soon as possible by the City.

- a. The new ordinance provides for a system of keeping a full commission membership, even in the absence of active mayoral appointments. The commission has not had a full membership for some time.
 - b. Even beyond the historic areas, enforcement of building maintenance codes should be stepped up, but with sensitivity to the retention and repair of historic features and materials on buildings. “Demolition by neglect” and the erosion of important building features through ongoing minor alterations is a critical problem that erodes the very features that bring value to the City.
 - c. A complete list of all locally designated historic sites, identified by address and block and lot, and a map showing the location of these sites included on the Paterson Register of Municipal Historic Places, should be made available on-line as well as in an accessible form in Paterson’s several City offices charged with land use and zoning regulation.
 - d. The new ordinance would incorporate all State and National Register-listed sites into the Paterson Register of Municipal Historic Places, requiring review power of the Paterson Historic Preservation Commission.
3. **Facilitate the Implementation of the National Park** – The addition of Paterson to the roster of national parks comes at a time when funding for improvements to the park will likely be a struggle for some years to come. Thus, the partnerships that created the park will need to be strengthened and must continue into the future. However, the leadership of the NPS on



Great Fall Historic District



Allied Textile Printing (ATP) Site



Upper Raceway

decisions of interpretation, extent of the Park, and its mission, must be respected.

4. ***Increase the Number of Properties Protected by Local Designation*** – Historic Preservation has been proven throughout the United States to serve as a catalyst for neighborhood improvement and stabilization where residential neighborhoods are designated and regulated locally through zoning powers. The qualities that lead a district to designation also happen to be qualities that make for a good place to live.

- a. The list of sites recommended by the Paterson Historic Preservation Commission for inclusion in the Register of Municipal Historic Places should be annotated and prioritized. The PHPC should prepare short descriptions of why each of the sites recommended are considered appropriate for local designation, and prioritize their inclusion.
- b. The sites in Paterson that have Certificates of Eligibility (COE), Determinations of Eligibility (DOE), or SHPO Opinions should also be thoroughly reviewed to determine whether or not they warrant designation and protection as a local landmark or historic district.
- c. Coordination with the National Park Service for the inclusion of sites near the GFHD is needed, so that locally designated sites are consistent in their period of interpretation with the goals of the National Park. These sites would include those listed above as priority sites:
 - The Allied Textile Printing (ATP) site and Colt Gun Mill
 - The historic raceways
 - Rogers Locomotive Building

5. ***Restore the Historic Raceways*** – The City and the PHPC should work towards restoring the Raceways to their original function and working condition. Currently the raceways are still in place, however no water runs through them. While they are no longer needed to power the City, showing a functioning hydro-power raceway system would be a vital component of displaying the historic character of the entire Great Falls district, and add to the potential for historic tourism to the City. Although the raceways are within the GFHD, they should be considered to be added to the Paterson Register of Municipal Historic Places as designated sites themselves. Protecting and restoring the raceways will contribute to the experience of visiting the Paterson Great Falls National Historical Park.
6. ***Renovate the Colt Gun Mill/ATP Site*** – The Allied Textile Printing (ATP) and Colt Gun Mill site is a historic property in the Great Falls Historic District. Much like the raceways, this is an important piece in the industrial history of the City that can contribute to the experience of visiting the National Park. This site, which is adjacent to the Great Falls, is also within the boundaries of the National Park. It is the intention of the National Park Service that this site be used as an interpretative ground to display the industrial history of Paterson. Much of the original equipment still lies within the ruins of the abandoned site. Like the raceways, the ATP site and Colt Gun Mill are within the GFHD, and are eligible for designation on the national register, should be considered for local designation.

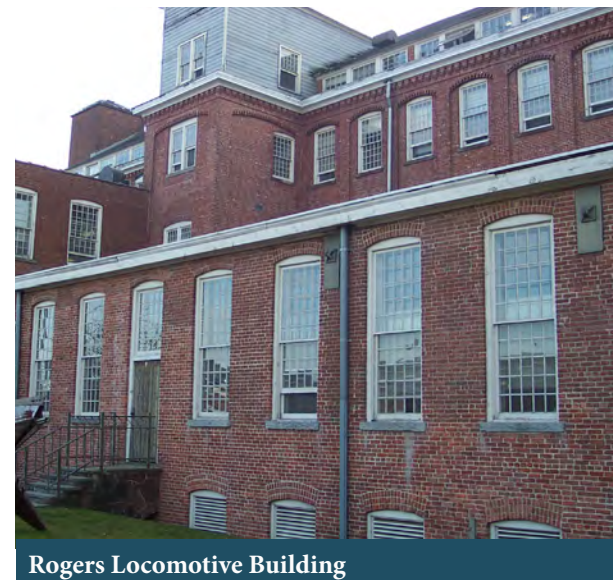
The City should work to help maintain the site, and potentially use it as a grounds for interpretative arts and culture, with works of art that are related to the history of Paterson and the industrial revolution in the United States. This would help facilitate the implementation of the National Park, and serve to tie the experience of visiting the Great Falls

to the industrial history of the City. As a part of a walking trail, this could also act as a place for passive recreation, tying the City's recreation trails with the National Park.

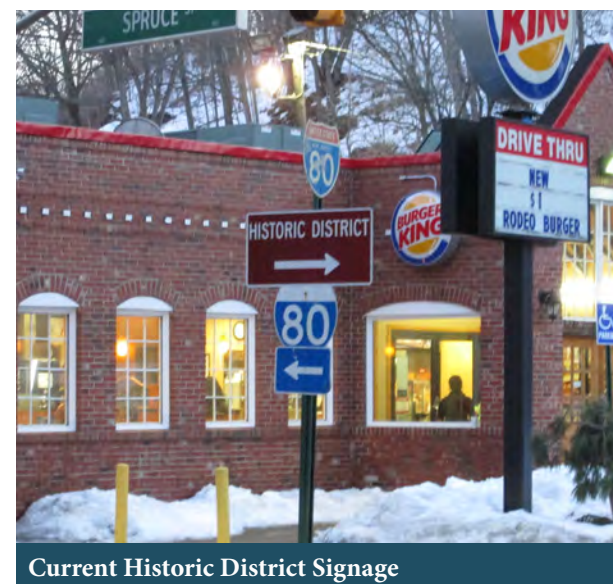
7. ***Utilize the Rogers Locomotive Building*** – The Rogers Locomotive Building, which currently houses the Paterson Museum on its ground floor, could also potentially be used as office space on the floors above the museum, as well as function as an expanded industrial heritage learning or visitors center for the National Park.
8. ***Support the Monument at Huntoon's Corner*** – The City should work to support a proposed new monument to honor the site's prominence as a station along the Underground Railroad, where runaway slaves were hidden in the basement of what at the time was a factory. The Huntoon - Van Rensalier Underground Railroad Foundation is currently in the process of raising funds for the monument and its surrounding grounds and landscaping.
9. ***Coordinate Zoning and Land Development to Protect the Great Falls*** – The Great Falls themselves are a unique, irreplaceable natural feature that prompted the creation of Paterson. The story of the City's founding, and the belief that the 19th century would belong to industry, not agriculture, is a story of national importance and significance. Thus, the view of the falls, and from the falls back to the key buildings of the Great Falls Historic District, must be preserved. (See Land Use Element for further recommendations)
 - a. Site plan and design reviews should ensure that the general public's view of the Falls is not blocked by private development seeking to capitalize on the view to the exclusion of others.
 - b. New development, especially on the north-west bank of the Passaic River, opposite the Great Falls Historic District, must be scrutinized for

height and design sensitivity, so that visitors to the Great Falls have a view that relates to the overall low-rise urban development of the immediate area.

10. ***Ensure Consistency between Land Development Ordinance and General Municipal Code*** – Regardless of whether or not the proposed historic preservation ordinance is fully adopted by the City, Chapter 45 (Historic Preservation Commission) of the Municipal Code should be amended. This chapter only references the Great Falls Historic District as within the powers and responsibilities of the PHPC. This should be amended to read that all properties listed in the Paterson Register of Municipal Historic Places are subject to review by the HPC, as is stated in Section 300-13 of the City's Land Development Ordinance. The Municipal Code and the Land Development Ordinance should be consistent. This would help clarify the roles and responsibilities of the HPC, as well as signify to property owners what they may expect when applying for any land development permits or approvals.
11. ***Develop Design Guidelines*** – Adopting similar guidelines for the locally-designated Downtown Historic District, as have been developed for the Great Falls Historic District would be helpful in steering the decisions of the PHPC, as well as providing guidance to property owners.
12. ***Strengthen Code Enforcement*** – Historic properties, as well as those within designated historic districts, must be maintained properly in order to retain their character. To this end it is vital that building and property maintenance codes, as well as historic design standards be enforced. Property owners must understand the level of expectations that accompany historic status.



Rogers Locomotive Building



Current Historic District Signage



Adaptive Reuse of San Francisco Ferry Station

13. **Conduct an Inventory of Historic Resources** – A complete survey of the City's buildings, including those in the Great Falls Historic District, is long overdue. The Great Falls Historic District is well-mapped, but a property-by-property inventory of the resources, including buildings, landscape features and archaeological resources, is desperately needed, so that individual structures within the district can be more fully recognized. Similar inventories should be conducted for the Downtown Commercial Historic District, and the Eastside Park Historic District.
14. **Support the Paterson Historic Preservation Commission** – Consistent with the goals of creating the Paterson Great Falls National Historical Park, there is an urgent requirement for the Paterson Historic Preservation Commission to be supported by the City, financially and policy-wise.
 - a. Staff and board members of the PHPC, as well as of the Planning Board and the Zoning Board, should have opportunities/requirements for on-going training in historic preservation issues, the local ordinance, and design standards, so that the decisions of all these bodies reflect the highest standards of design and appropriate recognition of the City's historic resources.
 - b. Develop a more robust web presence for the PHPC, clearly identifying historic sites in Paterson and indicating how they are regulated (or not). Locally designated historic sites are not easily identifiable through the website for the Paterson Historic Preservation Commission. It is confusing for property owners to identify their building's historic status and the appropriate review processes without the connection of listings of all historic sites to the PHPC pages.
15. **Encourage the Adaptive Re-Use of Historic Properties** – The 2012 study of mill buildings around Paterson should be used for economic development purposes to encourage adaptive re-use of these landmark parts of Paterson. Designated historic districts and individual sites can qualify for a 20% Investment Tax Credit for the property owner, which can provide significant incentive to take on a derelict mill building and rehabilitate it sensitively to new uses, such as housing, offices, or retail stores and restaurants.
16. **Reuse the Barbour Estate** – The historically designated Barbour Estate on Broadway in the Manor neighborhood sits on a large 12 acre parcel of land that is also shared with what was Paterson Catholic High School (now Paterson Charter School). The property is vast and sprawling. The Barbour Estate, which sits on the southwest end of the property amongst wooded lawns, is currently not being utilized. This building, which was once the private home of Joseph Barbour and his family, could potentially be reused as a banquet hall and catering facility for special events. The location of this property near the Passaic River across from Eastside Park makes it a natural gateway for vehicles entering the City from the east. Maintaining the building and its grounds serves not only as an opportunity for a productive use, but to more formally pronounce the entrance into the City of Paterson.
17. **Integrate the Arts with Historic and Cultural Preservation** – The 2012 Paterson Great Falls Arts + Revitalization Plan links the rehabilitation of the center of Paterson with the cultivation of a vibrant arts community as a key for reactivating the core of Paterson and nudging redevelopment in the City. The proposals in that plan for creating performance spaces, improving awareness and access between the GFHD and the downtown, and preserving the view of the falls all dovetail with

the goals of this Historic Preservation Element of the Paterson Master Plan. Future consideration of the proposals in this plan should be carried out with the review of the National Park Service, as per their agreement with the City of Paterson.

18. ***Consider Archaeological Resources*** – The City should consider the archaeological significance of historic properties. Improvements to any properties within the National Park or Great Falls Historic District boundaries in particular, must be sensitive to the original character, and mindful of potential archaeological artifacts which may be present on the site. The City should seek to form a partnership with the National Park Service to help with identifying potential archaeological resources which may be damaged by new developments in and around the Park.

An aerial photograph of a city, likely Pittsburgh, taken from a high vantage point on a rocky hill. The foreground shows the rugged, dark rocks of the hill. The middle ground is filled with a dense urban landscape, featuring a mix of residential houses and larger commercial buildings. A river is visible winding through the city. The background shows a hazy horizon under a sky with scattered clouds. A dark blue horizontal band is superimposed over the middle of the image, containing the title text.

OPEN SPACE & RECREATION ELEMENT

Introduction

Open space and recreation are vital to the overall health and well-being of a community. Opportunities for recreation provide myriad benefits to the residents of a community. First of all being the obvious and direct benefit of being able to exercise and live an active and healthy lifestyle. Without access to spaces for recreation, it can be very difficult for people, children especially, to get the amount of exercise they need to be healthy. Open space areas within an urban environment such as the City of Paterson provide environmental benefits through a reduction in impervious surface, adding necessary green areas to an environment that would otherwise be overwhelmed by concrete and asphalt. Open space or a park can serve as a refuge from the hustle and bustle of city life. In addition to these benefits, parks and recreation areas can be centers of community social life. Parks and recreation centers, when well designed and tailored to the needs of the community, can be the places where the community comes together over shared interests and activities. Whether it be for a Sunday stroll through the park, or to watch a youth league baseball game, parks serve an important function in community life.

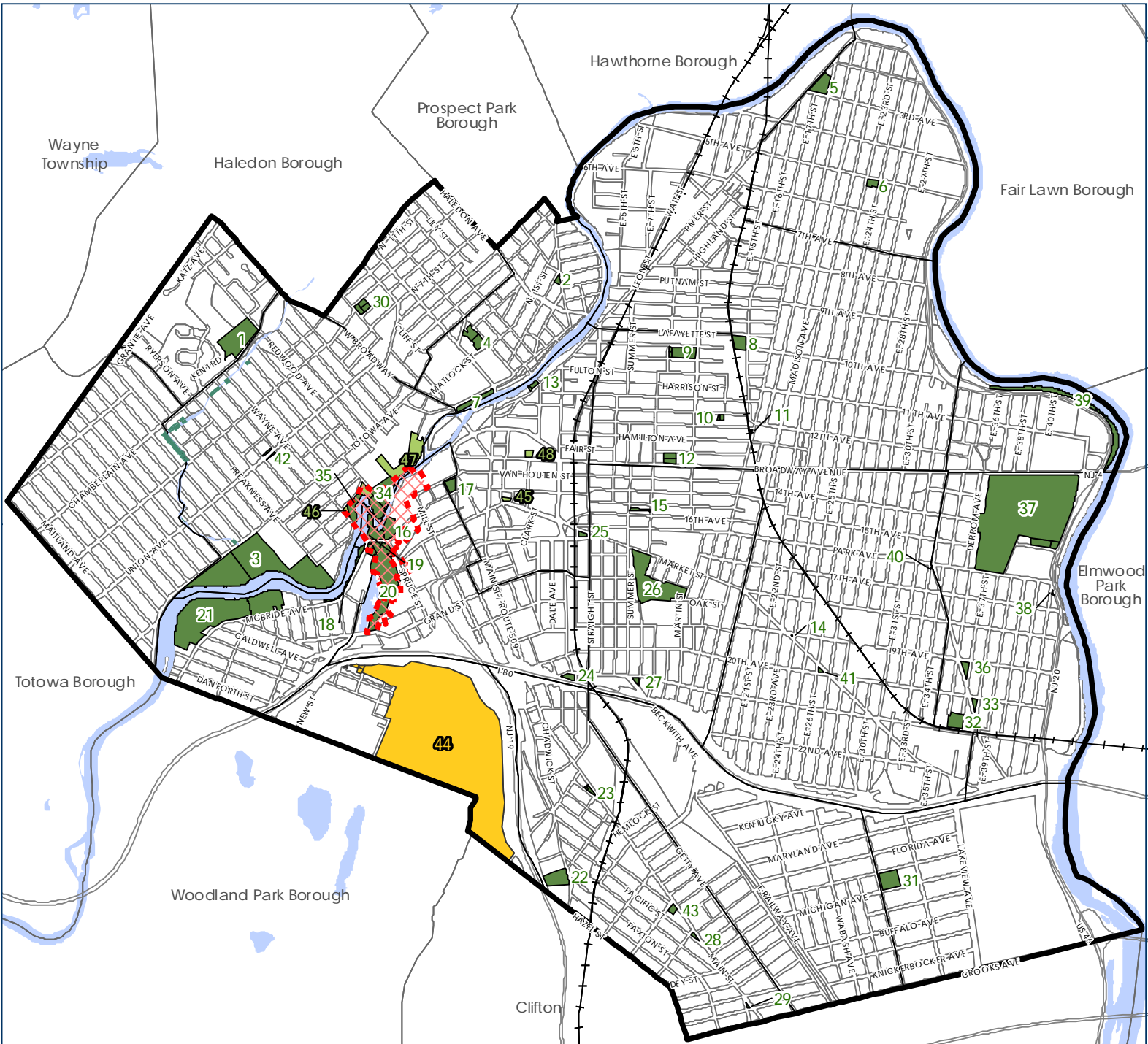
The Open Space and Recreation Element of the City's Master Plan is intended to make provisions for adequate open space and recreation areas within the City, and to ensure that the need for park space is given due consideration in the development of the City. This Plan is prepared in accordance with Municipal Land Use Law 40:55D-28(b)(7) which states that a Master Plan may include a recreation element as a part of the Plan showing a comprehensive system of parks and public lands devoted to recreation and open space.

CITY OF PATERSON
Master Plan

Open Space:
County and City
Parks

- Garrett Mountain
- Parks Listed on ROSI
- Additional Park Space
- Molly Anne Brook
- National Park Boundaries

Source: NJGIN, NJDOT, NJDEP, NJ Transit,
2012 Tax Assessment Data



Recreation Spaces

When discussing recreation spaces and open space, it is important to note the distinction between types of recreation spaces, namely active and passive recreation.

Active Recreation is generally the types of activities that are structured, and require a special facility or equipment, such as team sports like baseball, soccer, basketball, tennis etc. These types of activities often require large amounts of space, and regular maintenance.

Passive Recreation is generally the types of activities that do not require any specialized facilities or equipment. Activities such as walking/jogging, bike riding, hiking, or fishing are considered passive recreation. These types of activities generally are low maintenance, as they require little more than a path, or access to nature in order for them to be conducted.

Just as there are different types of recreation, there are different spaces that are more or less conducive to each of these types of recreation. There is a need for all types of parks throughout the City to provide opportunities for all types of recreation. Small urban parks can serve as spaces for passive recreation in the form of picnicking, or simply sitting and people watching, while larger parks that have athletic fields provide spaces for team sports and other organized activities. Small parks can serve as spaces for active recreation, but generally only for children, with playground equipment and trees that can be used for children to play. Walking and jogging are activities that can take place on the City's sidewalks, however trails within a greener, more natural setting often encourage people to walk, run, or bike much more than they otherwise would. Linear parks can provide excellent spaces for these types of activities.

City Parks & Recreation Spaces

There are over 40 parks listed in the City's Recreation and Open Space Inventory (ROSI). These parks range from large spaces such as the 65 acre Eastside Park which has areas for team sports, playgrounds for children, and open space, to tiny pocket parks and playgrounds scattered throughout the City that are no larger than 1,000 square feet. These parks are located throughout the City, however there is a conspicuous absence of recreation areas in the northern neighborhoods of the City, and little in the way of active recreation areas in the south side of the City, below Interstate 80. Figure 12.1 lists the parks on the ROSI. Parks within the boundaries of the Paterson Great Falls National Historical Park are notified as (PGFNHP).



Lou Costello Park



Mary Ellen Kramer Park

FIGURE 12.1

Paterson Recreation & Open Space Inventory (ROSI)						
Code	Name	Owner	Location	Block	Lot	Acres
1	Buckley Park	City of Paterson	Chamberlain Avenue	1004	42	7
2	E. Main & 1st Street Triangle	City of Paterson (Parks Dept)	174-186 North Main Street	113	1	0.3
3	Westside Park	City of Paterson (Parks Dept)	114-242 Totowa Avenue	1401	1	26.6
4	Lester F. Titus Field	Paterson Public Schools/ City of Paterson	63-85 Clinton Street	201	41 (part), 2	2.1
5	Riverside Oval	City of Paterson	776-796 River Street	2205	1	2.2
6	Baer Playground	City of Paterson (Parks Dept)	348-362 5th Avenue	2412	9	0.8
7	Presidential Park	City of Paterson	88-150 Presidential Boulevard	307	1	1.4
8	Putnam Oval	City of Paterson (City Yard)	Lafayette St & E. 16th Street	3203	1 (part)	1.3
9	Wrigley Park	City of Paterson	136-138 Montgomery Place	3214	1, 2, 3	2.3
10	12th Avenue Playground	City of Paterson	182-184 12th Avenue	3506	15, 16	0.3
11	Carnie Bragg Memorial Park	City of Paterson	570-576 E. 18th Street	3508	1	0.1
12	Barbour Park	City of Paterson	317-333 Broadway	3512	3, 10	1.1
13	River Street Park	City of Paterson	143-145 River Street	3701	14, 15	0.4
14	Market & E. 24th Triangle	City of Paterson	78-80 19th Avenue	4014	1	0
15	16th Avenue Park	City of Paterson	95-123 16th Avenue	4316	12	0.4
16	Overlook Park (PGFNHP)	City of Paterson (MUA)	78-108 McBride Avenue	4601	1(part), 2	4
17	Lou Costello Park	City of Paterson	49-69 Ellison Street	4604	1	1.4
18	River Walk	City of Paterson (MUA)	116-150 McBride Avenue	4801	2, 3	1
19	Raceway/Great Falls (PGFNHP)	City of Paterson	113 McBride Avenue	4802	13, 14, 15, 16	1
20	Upper Raceway/Lou Costello Pool (PGFNHP)	City of Paterson	155-167 Grand Street	4802	27	9.8
21	Pennington Park	City of Paterson	268-430 McBride Avenue	5004	2	27
22	Brandes Field	City of Paterson	145-175 Dakota Street	5412	2	2.7
23	Main & Hine Triangle	St. Joseph's Hospital/City of Paterson	722-732 Main Street	5601	7, 8, 9	0.2
24	21st Avenue Playground	NJ Transit	152-160 21st Avenue	5812	1	3
25	Federal Plaza Park	City of Paterson	278-286 Market Street	6206	1	0.2
26	Sandy Hill Park/Roberto Clemente Park	City of Paterson	75-141 Oak Street	6307	38	10.4
27	Boys & Girls Club Park	City of Paterson	248-260 21st Avenue	6502	1, 4	0.4
28	Gould Avenue Park	City of Paterson	82-86 Gould Avenue	6901	1	0.2
29	Eagle Park	City of Paterson	17-19 Eagle Avenue	6906	1	0.1
30	Commons Field	City of Paterson	134-1448 Oxford Street	706	1, 2, 18	1.3
31	School #25	Paterson Public Schools	269-291 Trenton Avenue	7607	1 (part)	2.4

Code	Name	Owner	Location	Block	Lot	Acres
32	School #20	Paterson Public Schools	500 E. 37th Street	7901	12(part) 17(part), 26	1.8
33	Vreeland & 20th Triangle	City of Paterson	670-378 20th Avenue	7902	1	0.3
34	Great Falls Park (PGFNHP)	City of Paterson	Passaic Falls Tract	801	4	1
35	Great Falls Park (PGFNHP)	City of Paterson (MUA)/Passaic Valley Water Commission	Passaic Falls Tract	801	2, 5	7.3
36	Vreeland & 19th Triangle	City of Paterson	332-342 19th Avenue	8020	1	0.6
37	Eastside Park	City of Paterson	Eastside Park	8101	1, 2, 3	65.6
38	Park & E. 42nd Triangle	City of Paterson	299 E. 42nd Street	8104	1	0
39	McLean Boulevard Park	City of Paterson	396-560 Boulevard	8201	1, 2	4.5
40	33rd and Park Avenue	City of Paterson (Park)	315-319 E. 33rd Street	8612	1	0
41	Market & E. 26th Street	City of Paterson	441-447 20th Avenue	9004	1	0.1
42	Union Avenue Park	City of Paterson	77 Manchester Avenue	902	10, 11	0.2
				924	1, 2	
43	Main & Montclair Triangle			6802	1(part)	
Total: 43 Parks						193.3

Other Public Parks and Spaces

The City also has several parks within its borders that are not listed on the NJDEP Green Acres ROSI. These parks include portions of public facilities that are not green spaces, but hardscape common areas such as the plaza in front of City Hall. This also includes a small area near the Great Falls Park that was not listed on the ROSI.

FIGURE 12.2

Other Area Park

Code	Name	Owner	Location	Block	Lot	Acres
45	City Hall	City of Paterson	151-155 Market Street	4408	1	0.3
46	Great Falls Park	NJ DEP/City of Paterson (MUA)	18-32 Wayne Avenue	801	1, 3	1.2
47	Frank X. Graves Sr. Park	City of Paterson	Passaic Falls Tract	801	23	5.7
48	Safety Complex	City of Paterson	93-125 Broadway	3709	2	0.4
49	N/A	Paterson Housing Authority	82 East Main Street	119	23	0.06
Total: 5 Parks						7.6

Proposed Open Space

The New Jersey Office of Emergency Management through its Hazard Mitigation Program, offers funding in the form of grants to municipalities in areas that have been declared Presidential Disaster Areas. Portions of the City after Hurricane Irene were declared as such. The purpose of the grant funds is to mitigate the threat of damage from any future disasters. In the case of Paterson that would be flood damage from the Passaic River. The northside areas of the City have been particularly hard hit by flooding, and the City has applied for and received a grant to acquire properties in this area of the First Ward, and to convert this area into open space and act as a buffer between the residential neighborhood and the flood-prone areas adjacent to the river. Figure 12.3 shows properties that have been approved for a buy-out in this area of the City through the use of OEM funds:

FIGURE 12.3

Northside Buy Back Program

Address	Amount
208 North First Street	\$65,000
218 North First Street	\$150,000
220 North First Street	\$55,000
11 Hillman Street	\$155,000
13 Hillman Street	\$16,000
15 Hillman Street	\$145,000
15 Watson Street	\$80,000
12 Bergen Street	\$16,000
16 Bergen Street	\$130,000
18 Bergen Street	\$16,000
20 Bergen Street	\$190,000
216-218 Presidential Boulevard	\$130,000

In addition to the buyback program, Passaic County has applied for NJDEP Green Acres funding to be used towards acquiring properties to develop a First Ward Riverfront Park in the Riverview neighborhood.

County Parks

There is only one County Park within the City, and that is Garrett Mountain, which is in the southwest of the City, across I-80 from the downtown and the Great Falls area. Though technically in the City of Paterson, effectively this park is cut off from the rest of the City, as Route 19 and Interstate 80 serve as a significant barrier to the park from the City. For most residents to access this park from the City requires going through other municipalities and entering the park from its southern end in either Woodland Park or Clifton. The park is vast and offers a number of opportunities for active and passive recreation. Due to its elevation, the northern end of the park also offers spectacular views of the City.

FIGURE 12.4

County Parks

Code	Name	Owner	Location	Block	Lot	Acres
44	Garrett Mountain	Passaic County Parks	89-95 Turner Street	4908	1, 2, 3, 4, 5	120.7
				5301	1	



Garrett Mountain Park



View of Paterson City from Garrett Mountain

Passaic County Open Space & Recreation Master Plan

The Passaic County Open Space & Recreation Master Plan was produced by the County Department of Planning as a guide for the preservation of open space and parks throughout the County, as well as provides a framework for utilizing the funds collected through the County's Open Space & Farmland Preservation Trust. The primary purposes of the Plan are to protect the County's water and ecological resources, and promote opportunities for active and passive recreation in the County. The Plan recommends utilizing the Trust fund to acquire new lands for open spaces and parks in the City. The plan specifically recommends for Paterson:

- Establish a greenway around the Passaic River
- Assist in the rehabilitation of the Paterson Great Falls National Historical Park
- Assist in the restoration of urban parks in the City of Paterson
- The Barbour Estate is identified as being a potential site to be acquired by the County as Open Space

Morris Canal Greenway

Passaic County has developed a study to investigate the feasibility of developing a greenway along the Morris Canal, a portion of which would run through Paterson around Garrett Mountain Reservation. The greenway would be a series of bicycle and pedestrian trails to run along what was the Morris Canal in Passaic County.

The proposed Greenway would follow McBride Avenue in the southwest end of the City, up towards the Levine Reservoir, where it will turn onto New Street and cross Interstate 80 into Garrett Mountain Reservation. From there the trail would wind up and around the Mountain to Lambert Castle, where it would link with Valley Road and cross under Route 19 into the Dublin Neighborhood of Paterson. Then the trail would turn south along Marshall Street and make its way into Clifton.

The study indicates that much of the proposed trail is already walkable and potentially usable. Signage improvements and other amenities such as benches and bicycle racks may need to be added to specific locations, but very little other improvements are needed for the majority of the proposed path. Several significant connectivity improvements are recommended, but none of them are within the City of Paterson.

State Park Master Plan

The State Park Master Plan for the Great Falls Park was developed in 2008. The plan, although never officially adopted by the State, did present a number of good recommendations for the development of recreation and heritage tourism in the Great Falls Park area.

A primary concept from the State Park Master Plan is for 6 interconnected loops or trails to provide passive recreation opportunities throughout the Great Falls District, and facilitate movement throughout the Park. The 6 proposed loops are:

- Great Falls Loop – This trail would begin at the Great Falls overlook and follow the Passaic River along the ATP site, and would cross the River via a new pedestrian bridge to the Valley of the Rocks, and wind its way back through Mary Ellen Kramer Park.
- Upper Raceway Loop – This loop is a proposed extension of an existing trail along the raceway near Spruce Street and McBride Avenue.
- Industrial Heritage Loop- This path would follow the Middle Raceway from the lower Raceway behind Spruce Street, towards industrial heritage sites such as the ATP/Colt Gun Mill site, and several other mills. The path would then cross the Passaic River on West Broadway, and connect with the Great Falls Loop.
- Recreation Loop – This is intended to serve as a passive recreation trail which would connect with Westside Park and Pennington Park from Mary Ellen Kramer Park just north of the Falls.
- Paterson Museum Loop – The Museum loop would link the Paterson Museum and the historic district along Spruce Street with the Heritage Loop.
- Reservoir Loop – This would loop around Stanley Levine Reservoir and connect with the Upper Raceway Loop and Lou Costello Pool.



Six Loop Paths from 2008 State Park Master Plan

Another key concept of the State Park Plan was the creation of “outdoor living rooms”. Mary Ellen Kramer Park, Overlook Park, the ATP site, the Valley of the Rocks, and other sites were proposed to become distinct, and intimate public spaces. These spaces would function as either outdoor recreation spaces, or industrial heritage tourism sites, or public gathering spaces such as an amphitheater built into the slope at Overlook Park.

Paterson Great Falls National Historical Park

Paterson Great Falls National Historical Park was established in November 2011 as the nation’s 397th National Park Service site. The park preserves and interprets the natural beauty of the Great Falls of the Passaic River and the industrial landscape which formed around its endless source of power. The park and surrounding Historic District illustrate the successful evolution of a manufacturing society which drew from the diversity and innovativeness of the American people for more than two centuries.

The national park’s boundary encompasses a number of sites surrounding the Passaic River and within the City of Paterson including Overlook and Mary Ellen Kramer Parks, the raceway system, the Allied Textile Printing site, Valley of the Rocks, the Rogers Locomotive Company Erecting Shop, and the Great Falls Visitor Center building. Although within the boundary of the national park, the majority of these sites are under the ownership of the City of Paterson, the Paterson Municipal Utility Authority, and the Passaic Valley Water Commission. Maintenance and operation of properties not owned by the National Park Service would be a joint venture between the NPS and the landowner. Properties remaining under the ownership of public entities within the Historic District and within the national park boundary must be managed consistent with intent and purposes of the national park.



Great Falls Waterfall

Exhibit 1 - Paterson Great Falls National Historical Park Legislative Map

National Park Service
U.S. Department of the Interior

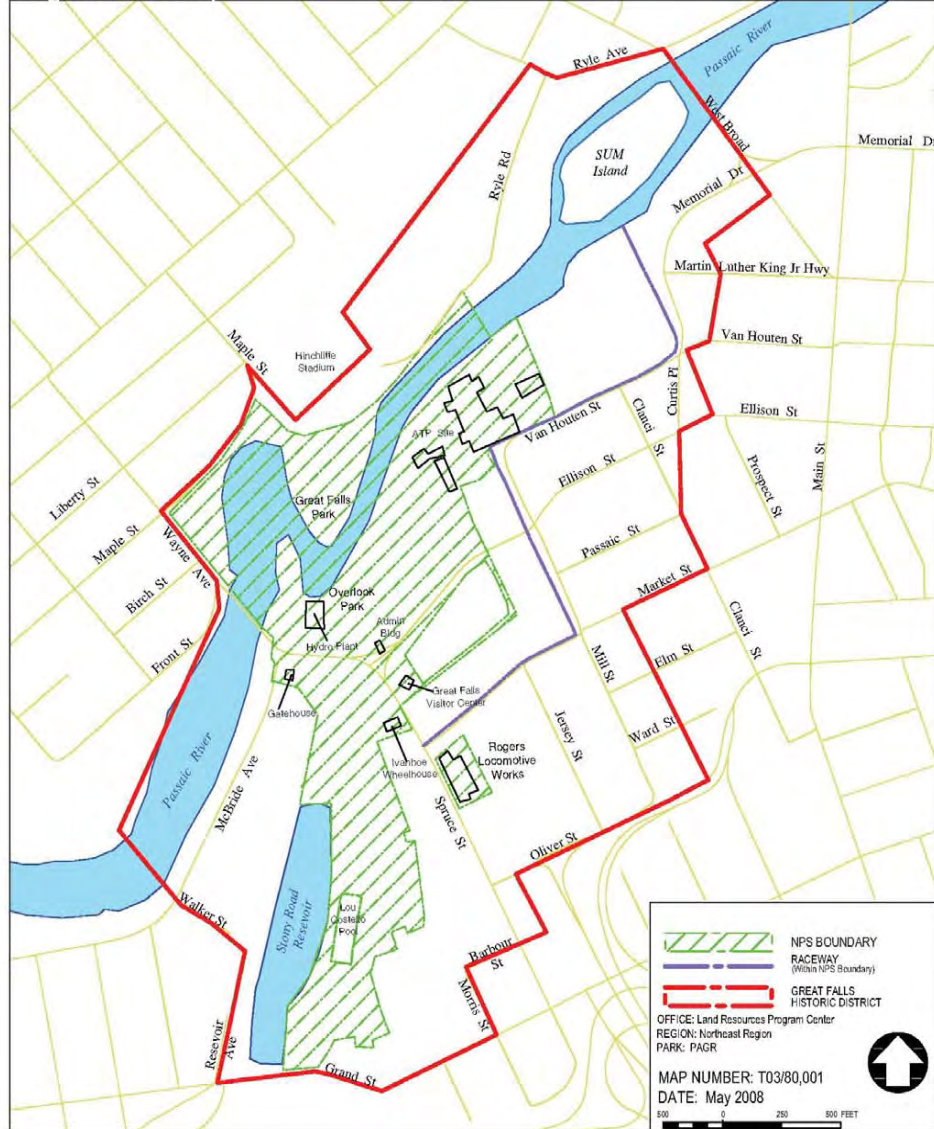


Exhibit 1A – Great Falls State Park (concept, August 2008)

http://www.nj.gov/dep/parksandforests/parks/docs/gfsp_executive_summary.pdf



field operations / GREAT FALLS STATE PARK

Exhibit 2 - Paterson Great Falls National Historical Park Preliminary Segment Map

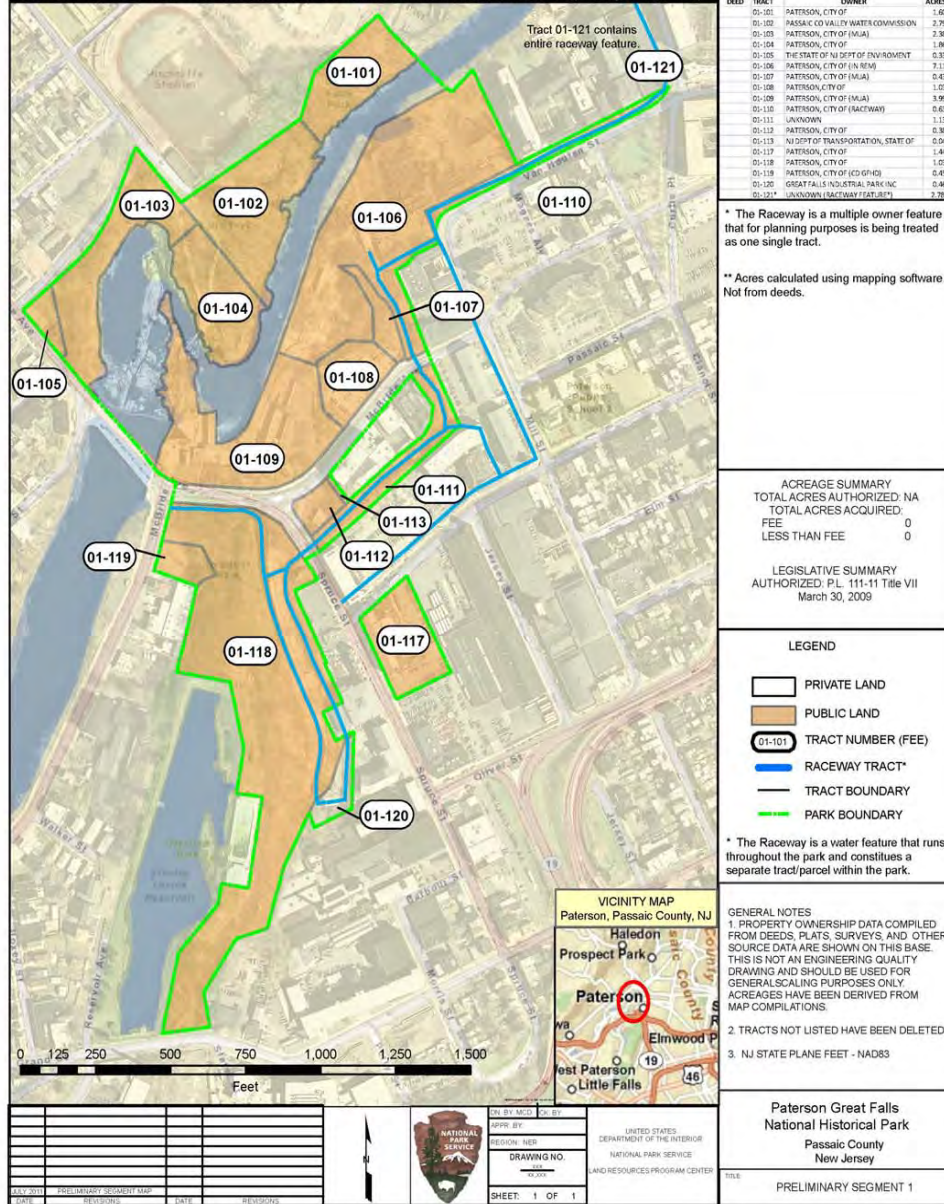
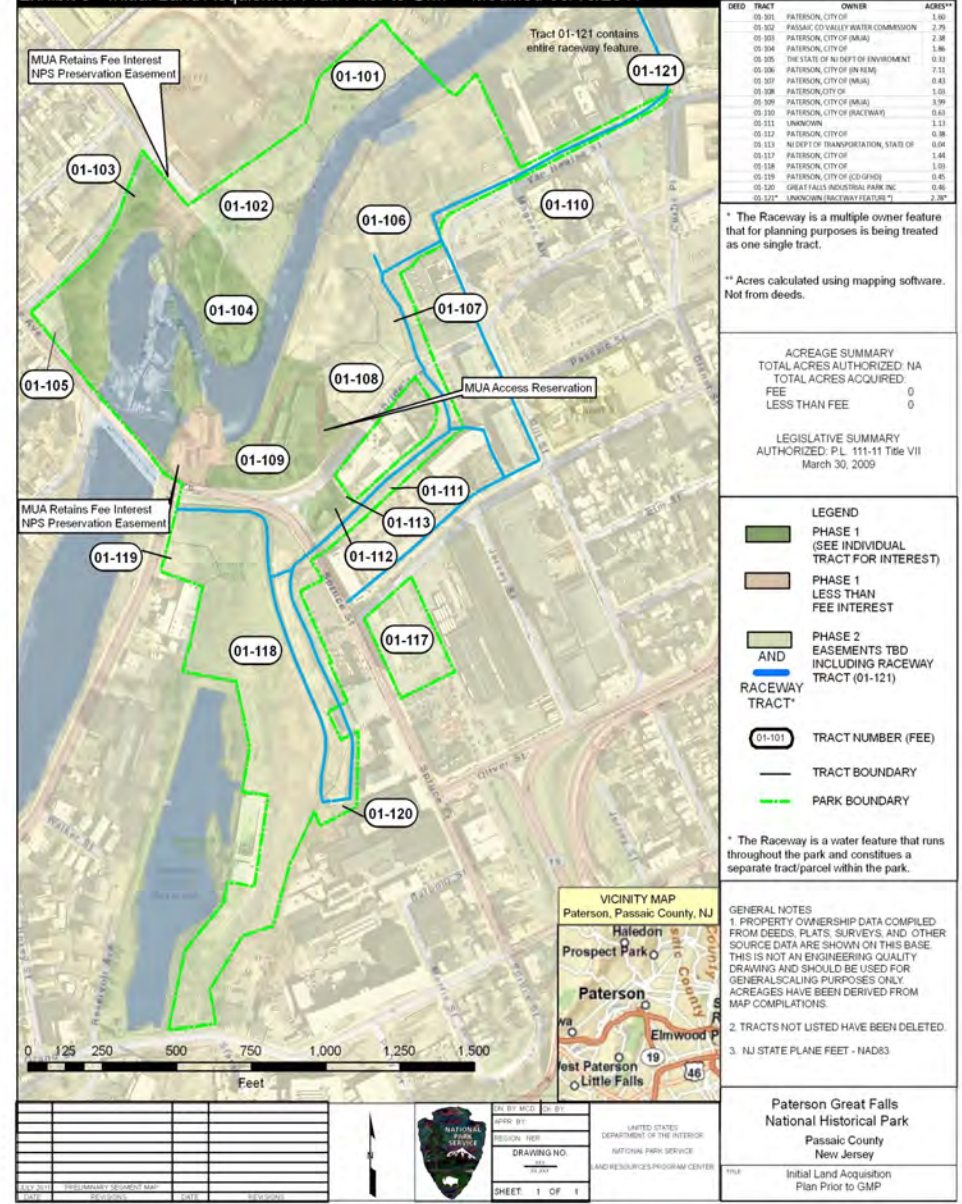


Exhibit 3 - Initial Land Acquisition Plan Prior to GMP - Modified 09/16/2011





Similar to a city's master plan, the national park is guided by a General Management Plan which provides basic guidance for how the National Park Service will carry out statutory responsibilities of the national park. A general management plan ensures that national park service managers and stakeholders share a clearly defined understanding of the conditions and strategies for resource protection, opportunities for visitor experiences, and general kinds of management, access, and development that will be achieved to achieve the park's purpose and significance. The Paterson Great Falls National Historical Park General Management Plan takes into consideration all applicable federal laws, NPS Management Policies, and NPS Director's Orders, as well as the City of Paterson's Master Plan.

Recreation Programs

The City of Paterson offers recreation programs to youth and adults. The youth programs included baseball, softball, basketball, football, tennis, swimming, track and field, soccer, and youth games which include boys basketball, girls basketball, swimming and flag football. There are also several summer camps which include day camps, Books and Balls, sports camps, the Ronald McNair Science Camp, and Day in the Sun. Evening centers are also available which consist of a homework center, an open gym, arts and crafts, field trips, lectures and workshops. A Senior Services program is also run through the Recreation Division which includes Threads for Life (a crocheting class), as well as arts and crafts and day trips. The Recreation Division also offers a free series of fitness classes. Most of the youth programs are run in conjunction with the Paterson Public School System.

Recreation Standards/Needs

NEW JERSEY BALANCED LAND USE STANDARDS

The New Jersey Balanced Land Use Standards for Recreation is a method which is used in the NJ Statewide Comprehensive Outdoor Recreation Plan (SCORP). This standard requires that 3% of developed and developable land within a municipality be preserved for recreation. This calculation is based on the total acreage within the City, excluding land impacted by steep slopes and wetlands.

Paterson consists of 5,541 acres. A rough calculation of the amount of open space required in the City, excluding steep slopes and wetlands, would be 166 acres. On the Green Acres ROSI, the city surpasses this requirement, as it has 193.3 acres. In addition to the ROSI, Garrett Mountain occupies 120.7 acres in the southern area of the City. However, this standard has been developed to be used for all municipalities in the State, and does not take into account population density, which is much higher in a City such as Paterson as it would be in a more rural or suburban area.

NEW JERSEY GREEN ACRES POPULATION METHOD

The New Jersey Green Acres Population Method bases its calculation on the population of the City. This method suggests that 1.5 acres per 1,000 people for a total lot and playground, 1.5 acres per 1,000 people for playing fields and 5 acres per 1,000 people for neighborhood or community parks is required to serve the needs of the population.

Under this methodology, with the population of the City in 2010 being 146,199, the City would need 219.3 acres for total lots/playgrounds, 219.3 acres for playing fields, and 731.0 acres for neighborhood/community parks, requiring a total of 1,169.6 acres of open space. Including

parks listed on the ROSI and County Parks, Paterson has 314 acres of parks, having a deficit of 855.6 acres. This method however, does not take land values or availability of land into consideration. Given the size of the City, devoting 1,100 acres to parks and open space would mean that approximately 20% of the City would be parkland.

The actual needs for recreation space in the City of Paterson most likely falls somewhere between the calculated acreages from the two methods listed above. The amount of space currently devoted to parks, recreation, and open space is insufficient, yet it is not necessary to increase the amount by 850+ acres as suggested in the New Jersey Green Acres Population method.

The need for parks or open space is not the same across the City. As noted above, different types of parks can be conducive to different types of activities. In addition to this, the amount of people that a park can serve differs by the type of park. For instance, a pocket park with a playground and a few benches may serve the needs of families and children within a 2-3 block radius of the park, but would be insufficient to serve the entire City. A park like Eastside Park with several playgrounds, athletic fields, and other amenities can serve much of the City, as well as residents of neighboring towns. Conversely, not every neighborhood requires its own football or baseball fields. These larger active recreation areas can be shared among many residents and neighborhoods. Essentially, larger parks with lots of space and amenities can serve larger areas, while smaller parks can only serve a localized area. Thus the need for large parks must be addressed on a City-wide scale, while the need for smaller parks with playgrounds and other such amenities should be viewed on a neighborhood level scale. A good metric to use in determining the need for locating smaller parks would be a 5-minute walk, or a 1/4 mile radius. Ideally, families with children should be able to walk to a neighborhood park in 5 minutes or less.

When viewing the location of all City and County parks on the Open Space and Parks Map, it becomes clear where park space is adequate, and park space becomes deficient. The following areas are in need of park space:

- The areas of the City north of Broadway/MLK and east of the railroad tracks in particular are generally deficient in providing park space. These residential areas of the City are where parks are needed most. Even the areas near Eastside Park, although in relative close proximity to the park, are essentially cut off from the park by Broadway, as it is a divided highway in this part of the City.
- South Paterson, south of I-80 and west of Railway Avenue does have some park space, but only a few very small parks that serve only as small green spaces and do not offer potential for recreation. This area, as it is very residential, could use more park space for children to play.
- The far west side of the City in the Hillcrest neighborhood is also lacking in access to park space. Although Westside Park and Grace Buckley Park are nearby, the west ends of the neighborhood are relatively long walks to those parks.

During the public outreach process, several types of facilities in particular were specifically requested by residents:

- New soccer/football fields
- More basketball courts
- A cricket field
- New pool on the east side of the City

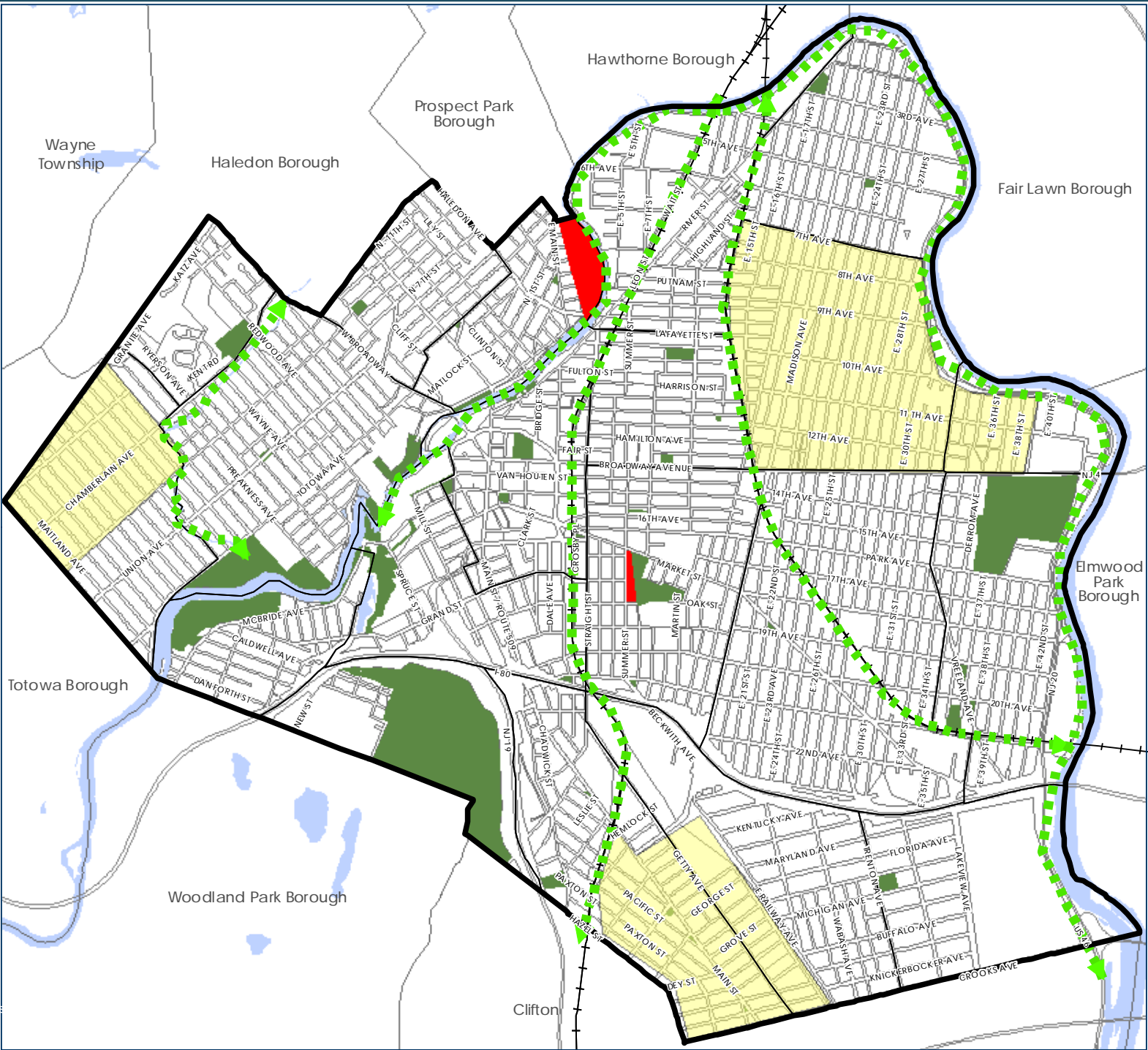
CITY OF PATERSON
Master Plan

OSRP
Recommendations

- Proposed Greenways/Trails
- Target Areas for New Park Space
- Proposed/Expanded Parks
- Existing Parks



Source: NJGIN, NJDOT, NJDEP, NJ Trans



Recommendations

1. **Facilitate the Paterson Great Falls National Historical Park** - The City should work with the NPS to ensure that the General Management Plan is implemented to its fullest effect. In addition to assisting the NPS with the General Management Plan, the City must ensure that other properties in the Park not owned by the NPS will be consistent with the General Management Plan, and that development around the Park boundaries is complementary to the Park and the industrial heritage of the Great Falls District. See Land Use Element for recommendations regarding modifications to land use to facilitate the Paterson Great Falls National Historical Park.
2. **Incorporate Elements of the State Park Master Plan** - Where feasible, some elements from the State Park Master Plan, developed in 2008, should be included. The concept of producing 6 loops throughout the Great Falls Park and the Great Falls historic district can be included as a complementary recreation opportunity to the National Historical Park, and can also help to facilitate connections between the Historic District and the Park.
3. **Provide Regular Maintenance** - Maintain and upgrade the amenities and facilities at existing parks. Despite the need for additional park space, if the existing recreation infrastructure is not maintained, it is not likely to be utilized. This entails ensuring that grassy areas and lawns are maintained, benches and bleachers are in proper order, athletic fields have proper equipment, and walking/jogging paths are free and clear of debris.
 - a. Barbour Park, which is currently closed due to environmental contamination, should be remediated and reopened in order to provide much needed park space to residents of the Fourth Ward.
4. **Enhance Security** - Similar to maintenance issues, parks and open spaces are unlikely to be utilized if people do not feel safe in their neighborhood parks.

Especially when park spaces are not designed well and are situated so that they may be hidden from the streets and general observation of people, they can become havens for criminal activity. When this is the case, parks can be a blighting influence on their surrounding neighborhoods rather than a boon to community life. All future parks should be located and designed with Crime Prevention Through Environmental Design (CPTED) standards in mind. Existing parks should be retro-fitted to CPTED standards where feasible as well. See Land Use Element for further discussion of CPTED strategies.

5. **Ensure Flexibility** - Tailor resources within each park to the changing interests of users. For instance, athletic fields can be made to be multi-dimensional. Baseball fields can be used for numerous sports, such as football and soccer if the proper equipment is provided. The greater variety of uses that a particular park can be used for, the greater the likelihood that it will be utilized by a variety of people.
6. **Provide for Additional Recreation Opportunities** - The City needs to increase the amount of parks and open space available to residents. As noted above, there is a need for more playgrounds for children, and athletic fields for youth and adults alike to participate in active recreation and team sports.

In particular, new parks need to be established in the northeastern neighborhoods of the City, where there currently are no parks within a short walk of many residents. As is illustrated in the Walking Distance to Parks Map, these neighborhoods are deprived of any park space or open space. Other areas of the City are not entirely devoid of parks, but may need additional facilities to supplement the existing parks and recreation areas.



ATP Site
from 2008 State Park Master Plan

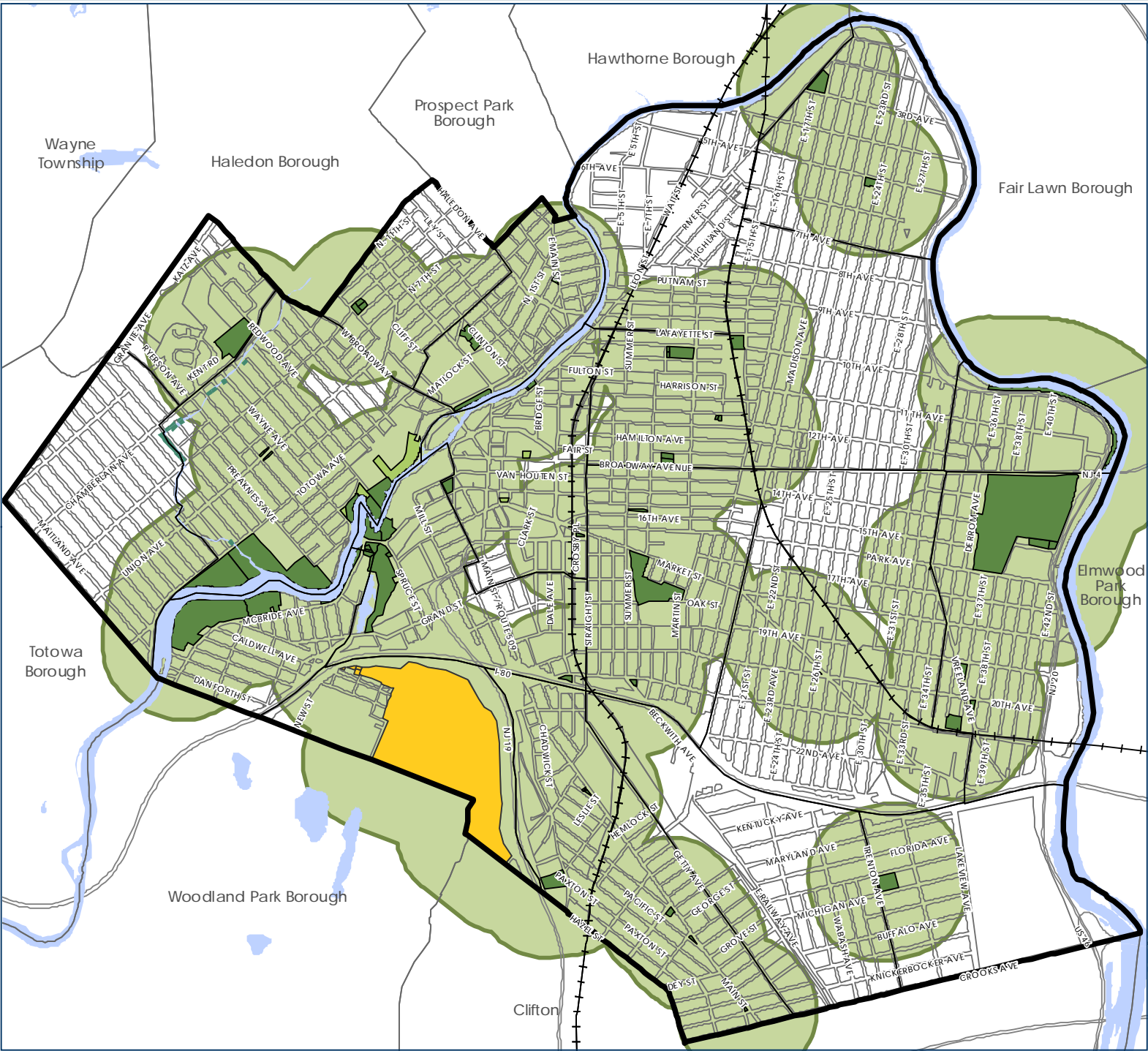
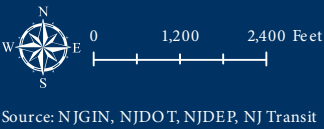


Overlook Plaza Amphitheater
from 2008 State Park Master Plan

CITY OF PATERSON
Master Plan

Walking Distance
to City & County
Parks

- 5 Minute Walk (1/4 mile)
- Molly Anne Brook
- Gar rett Mountain
- Parks Listed on ROSI
- Additional Park Space



- a. The Open Space and Recreation Plan Recommendations Map shows locations of spaces to be targeted for new parks and open space development:

- New tot-lots and playgrounds
- New athletic fields
- New walking/jogging/cycling paths

- b. Parks should be located in areas of high visibility, and near the centers of neighborhoods to the extent feasible. Parks should be surrounded by streets as their borders as much as possible, rather than directly abutting other properties. This sets an edge to the park that helps to surround them with the frontage of other uses facing the park, rather than the park abutting the rear or side of another use.

- c. Target sites on the Vacant Properties List, or municipally owned sites for use as open space or new parks. Vacant lots in residential areas can become tot-lots or playgrounds, or community gardens. While space is needed for new parks, emphasis should be placed on acquiring lands for park space with as little displacement of existing residents or businesses as possible.

- d. School sites should be viewed as potential sites for public recreation. The City should work with the Board of Education to help transform the City's schools into facilities for the entire community rather than just for school aged children and their families.

- e. Alfano Island should be targeted as a potential site for open space and recreation opportunities. This is a very prominent site within the City that is currently used as a storage and distribution facility. With its location being adjacent to the Paterson Great Falls National Historical Park, this site presents a great opportunity for a mix of open space, recreation and tourism attractions.

The Greater Spruce Street Neighborhood Plan suggests that Alfano Island be considered as a possible farm to grow trees which will be used as street trees throughout the City once they have grown.

- f. The areas in the First Ward in the Riverview neighborhood, on the river side of East Main Street, which regularly flood should be targeted for acquisition as a new riverfront park. Many of these parcels have already been targeted for acquisition through the Federal Emergency Management Agency (FEMA) buyout process for flood prone areas, or through the State's Hazard Mitigation Program, but not all of them. In order to create a contiguous open space that contributes to the community and helps protect against flooding, the entire area will need to be targeted. Priority should be placed on parcels closest to the River, and most prone to flooding. At the very least, all of the properties east of North Bridge Street, if it were to be extended north to Short Street, should be acquired and consolidated into a riverfront park. The City should consider pursuing land swap deals in addition to direct buyouts of residents and businesses in the area. Swapping other City owned property may be much less costly than purchasing deeds outright.
- g. Hinchliffe Stadium, which is owned by the Board of Education, should be renovated so that it can be a community recreation facility, serving the needs of the high school athletic teams, while also being available for regular community use.
- h. The Paterson Armory should also be renovated and refurbished as a community recreation facility.



Urban Soccer Field, San Francisco, CA



Passaic River edge, Riverview Neighborhood



Race Street Pier, Philadelphia, PA

- i. Consider adding a community pool to Eastside Park. Currently, there are only two community pools in the City, one is Lou Costello Pool, in the Upper Raceway Park, and the other is located in the Riverside Vets housing complex. These pools are not very accessible for residents on the east sides of the City.
 - j. Community Gardens should be strongly encouraged by the City. Urban agriculture in the form of community gardens is also a form of outdoor recreation, and should be viewed as such. Passaic County has recently been awarded a grant by Citi Green to develop community gardens in Paterson.
 - k. Consider forming a new park, or utilizing a portion of an existing park to be dedicated for dogs to use. Currently there is no dedicated dog park in the City, and many residents are pet owners that may wish to take their pets to a park and allow them to fun freely.
7. **Provide River Access** – There currently is no opportunity for residents to launch a boat, canoe, or kayak into the Passaic River from the City, or use the river for any recreation purposes. With the City already having several parks along the banks of the Passaic River, there should be access to the river for residents.
8. **Develop a Passaic River Greenbelt** - Acquire properties or easements around the Passaic River and provide a greenway/greenbelt park around the River for jogging/biking trails, as well as other open space and recreation opportunities. The long term ambition should be to have two greenbelt trails that traverse the entire length of the River on both banks, through the City as well as the other towns on the other side of the River. These trails could include pocket parks at regular intervals along the River, which can be playgrounds, exercise areas, or other small parks. The goal would be to have a series of small parks connected by the greenbelt along the River, and connecting the existing larger parks like Westside, Eastside, and Pennington Parks.
9. **Connect the Parks** – The larger parks in the City should be connected by a series of trails, bike lanes, and other simple transportation linkages. This will help create a network of parks and open spaces rather than just simply an inventory of City parks.
 - a. The two largest park spaces in the City should be connected to one another. Garrett Mountain and the Great Falls Historic District are currently separated by Interstate 80. The Greater Spruce Street Neighborhood Plan recommends that a bicycle/pedestrian path be constructed along the current ROW of New Street, which bridges over the Interstate to connect Grand Street to the base of Garrett Mountain. The Morris Canal Greenway would also utilize this bridge over Interstate 80.
 - b. As mentioned above, the proposed Park Loops from State Park Master Plan could serve to connect a number of recreation sites in the downtown and Great Falls areas of the City.
 - c. Utilize the proposed network of “Complete Streets” and “Green Streets” as both physical and visual connectors between parks and open spaces. The County is already proposing to implement complete streets on several County highways that traverse the City. See Circulation Element for further details on “Complete Streets”
 - d. The Greater Spruce Street Neighborhood Plan proposes a “L’Enfant Walk/Trail” to connect the raceways to the Great Falls, and help facilitate the implementation of the Great Falls National Park.

- e. A Greenway along the Passaic River could also serve to connect existing parks through trails and bike paths.
 - f. Consider siting jogging/biking trails along the existing rail corridors of the City. There are two major rail corridors that run north/south through the City. These railroad corridors create many gaps and breaks in the street grid of the City, as streets become dead ends often when they reach the railroad. However the spaces alongside the railroads could be utilized as a part of the bicycle and pedestrian circulation network, and help connect trails and parks throughout the City.
10. **Expand Roberto Clemente Park** – Expand Sandy Hill Park/Roberto Clemente Park to the west, so that its western boundary is Summer Street rather than the rear yards of the homes on the east side of Summer Street. This could significantly improve the safety of the park, as it would have frontage on a public ROW rather than being hidden behind buildings. It would also create a significant amount of space that could be used for a number of purposes.
 11. **Dedicate Adequate Resources** – The Recreation Division is already stretched thin, and adding additional park space, which is needed, will only serve to dilute the resources of the Department further. If the existing parks and any new parks are not properly maintained, they risk becoming liabilities rather than assets to the City.
 12. **Establish Public/Private Partnerships** – Seek public/private partnerships in funding and maintaining park space. Programs such as “adopt a park” could help alleviate some of the pressure on the Division of Recreation to maintain parks. Some maintenance may require volunteer assistance as well. This could potentially be achieved by partnering with neighborhood associations, faith-based organizations, and local non-profits.
 13. **Promote Existing Recreation Programs** – The City Recreation Division already has numerous programs and activities that they sponsor. Support these efforts and encourage more residents to participate.
 14. **Conduct Further Research** – Given the unique population characteristics of the City, a general approach to recreation will not suffice. The amenities provided in parks should be catered specifically to the desires of the different groups in the City that may use the parks. Paterson is made up of people from many different cultures, and their recreation practices may differ widely. More in depth research into specific needs of the population regarding parks is needed. While much information was gathered during the public participation process for this Plan, further research through surveys of residents and observations of current park usage could help to identify more specific needs on both a City wide and neighborhood level scale.
 15. **Secure Additional Funding** – Utilize the County Open Space and Farmland Preservation Trust fund to provide funding for open space projects in the City. The Passaic County Recreation Master Plan specifically states a goal of using County funds to develop new recreation spaces and create greenway and bikeway paths as well as a network of paths linking parks throughout the County.
- Funding can also be sought through the State Department of Environmental Protection (NJDEP) Green Acres program, which provides funds for the acquisition of lands to be used for open space or recreation purposes.



Schuylkill River Trail, Philadelphia, PA



Roberto Clemente Park



URBAN DESIGN ELEMENT

Introduction

Urban Design is the design of the physical, man-made environment of the City. Urban design is concerned with the arrangement of buildings, parks, streets, public spaces, and natural features in a city or town in relation to one another in order to create an attractive and functional physical urban realm. It is the practice of arranging each piece in a city or town so that the whole may become greater than the sum of its parts. Urban design is important because the way the City is experienced as a whole, contributes greatly to whether or not it is a desirable place to live or locate a business.

The Urban Design Element of this Plan is intended to provide a structure for directing the physical design of the City, as well as the aesthetics of the public realm in Paterson. This element will provide an overall analysis of the physical structure of the City and its historic development patterns, and make recommendations to improve the urban realm.

This Element should be considered in conjunction with the Land Use Element as a plan for the physical development of the City.



Urban Context of the City of Paterson

HISTORY

The City of Paterson was designed specifically to harness the power of the Great Falls, and was the nation's first planned industrial city. The focus of the City has always been around the industry powered by the Great Falls, with mills and factories lining the banks of the Passaic River and the raceways used to harness the hydro power. Both the historic architecture, as well as the layout of the City's streets, reflect this industrial history.

The original plan for the City was conceived by Pierre Charles L'Enfant, the French designer of the initial plan for Washington DC. L'Enfant envisioned a grand City with radiating roads and aqueducts to channel water from the Passaic River. Much of this original scheme however, never came to fruition. L'Enfant was replaced as the chief designer and engineer of the City within a few years and Peter Colt modified L'Enfant's plan and made it simpler, with a single reservoir and raceway to provide power to the mills. Elements of L'Enfant's plan can still be seen in the City though, as the major roadways of the City radiate from the downtown and Great Falls area out to the rest of the City. Market Street, Broadway, River Street, among others emanate from the historic core. This is typical of grand formal plans of the time, which included a regular street grid penetrated by occasional diagonals leading to prominent landmarks. This type of thinking is characterized in the layout of Market Street, which runs on a diagonal to the street grids it intersects, but at different yet symmetrical angles from the east and west, leading towards City Hall, and symbolizing that space as a central and important place in the City.

The City's commercial downtown was developed just east of the Great Falls and many of the mills and factories. For many years, Main Street in Paterson and the rest of the downtown was the commercial shopping destination for the Passaic/Bergen region, and the way it developed reflected that. Main Street originally developed much

like any Main Street, that is, with traditional buildings of 2-4 stories with shops on the ground floor and offices or residences above the shops. Interspersed with the shops were hotels, banks, and theaters. Downtown Paterson was also once home to several large department stores, which were along with the theaters, the major destinations in the City that drew in people from out of town. The scale and character of downtown Paterson was one that encouraged sociability, where people could be out on the streets even at night, and feel secure and welcome.

Much of the City outside of the downtown and the industrial districts along the river were originally developed as residential neighborhoods, primarily as workforce housing for the laborers of the numerous factories and mills that were in the City during its industrial peak. These neighborhoods were comprised primarily of row houses of modest 2-1/2 story structures constructed in the early 20th Century. These row houses typically were pushed to the front of a small, narrow lot, and covered much of the property with the home, leaving a small rear yard. Many of these homes had small front porches or stoops along their frontage as well. The effect of the ubiquity of this type of construction on the neighborhoods surrounding the downtown area was one of a cohesive urban fabric of homes which created a continuous street façade. This continuity of building height and orientation created a dense, yet small-scale public realm on the streets, and neighborhoods which were identifiable in part through the scale and architectural style of the homes in each neighborhood. As the residential neighborhoods stretch further away from the downtown, the typical lot becomes larger, and the homes bigger and more ornate.

In most neighborhoods of the City, the continuity of the urban fabric has been broken up. Some of this is surely due to economic circumstance, but also in part to poor land



Downtown



Eastside



Main Street



Beaux Arts Architecture

use decisions in the past. In particular in the central neighborhoods of the Fourth and Fifth Wards, there are a number of blocks which contain stretches of the original row houses next to surface parking lots and mid-rise apartment buildings which are out of character with the rest of the neighborhood. This combined with the large numbers of vacant and abandoned properties have created significant gaps and missing pieces in the City.

STREET GRID/URBAN GEOGRAPHY

There are several prominent features which define the current urban geography of the City and its neighborhoods. The most influential feature is the Passaic River which cuts through the west side of the City, and provides a boundary for the north and east sides. As noted above, the City originated from the Great Falls of the Passaic River, and grew outward from there. Aside from the River and the Great Falls, highways and railroads make up the other features which have had the greatest impact on the geography of the City. Interstate 80 bisects the City from the east/west, effectively cutting off South Paterson from the northern neighborhoods of the City. The two railroads which run north/south bisect the City into east/west sections. These railroads and highways create barriers between parts of the City, slicing through the street network creating many dead end streets and breaks in the network.

The majority of the City is laid out on a traditional street grid of rectangular blocks, with Avenues running east-west and generally being spaced out at approximately 600 feet, while the numbered Streets run north-south and are spaced at much shorter intervals, such as 250 feet. This forms a pattern of similarly sized and arranged blocks which stretch across the City only to be interrupted by the River and the highways. West of the Passaic River, a similar grid has been established, however the streets have been laid out to be perpendicular and parallel to the

River, while another skewed grid characterizes the City south of Interstate 80.

This dense and compact urban fabric has made the City in general very walkable throughout most neighborhoods. However, the Interstate and the railroads prove to be significant impediments to both pedestrian and vehicular traffic where they intersect and disrupt the grid. The traditional small scale urban character should provide the City with the foundation for the type of city living that has become desirable once again.

ARCHITECTURE

The downtown of Paterson is the home to many historic structures and picturesque buildings exemplary of different architectural styles. Structures such as City Hall and many of the bank buildings in its vicinity are exemplary of the Beaux-Arts style that was popular from the 1890's-1920's. This neo-classical style with its elaborate ornamentation and sculptural qualities lends character and charm to downtown Paterson not found in many other American cities. These Beaux-Arts buildings are contrasted by Art-Deco, Renaissance Revival, Chicago style commercial office structures, Modernist towers, and the historic brick industrial mills scattered around the Great Falls area to provide the City's downtown with a rich variety in architectural design.

Many of these historic buildings in the downtown however have since not been properly maintained, and have deteriorated in their appearance and condition. Their dignified style and character have been overcome by neglect. Many have also been altered cosmetically, either through the addition of excessive signage and banners, or in some cases with new facades plastered onto the structure.

Much of what has been constructed in the recent past has generally been of poor quality, and has not been

the types of structures that contribute to the charm or character of their neighborhoods. Homes and commercial structures that are constructed of poor quality materials that deteriorate quickly, and are oriented away from the public realm of the street, detract from the cohesion that once existed in Paterson's neighborhoods. In particular, buildings such as fast food restaurants that are set back from the street and surrounded by surface parking create small commercial islands unto themselves rather than contributing to the public realm in any meaningful way. In the same fashion, homes in which the street façade is dominated by a garage, or a blank façade create harsh barriers separating the public realm from the private realm. The effect of such conditions are similar to vacant or abandoned properties in that they also create gaps and discontinuities in the urban realm, albeit not physical gaps, but inconsistencies in the streetscape and unfriendly building facades facing the public realm.

NEIGHBORHOODS

A neighborhood is a small community unto itself within the greater City. The neighborhood is one of the fundamental elements and building blocks of urban life. A neighborhood typically should be of a size small enough that every resident is within a short 5-10 minute walk of the center of the neighborhood, and any community amenities provided within the neighborhood. Each neighborhood should have its own community gathering spaces of some kind, and should have a small mix of residential and some commercial uses nearby to provide goods and services to residents on a local scale.

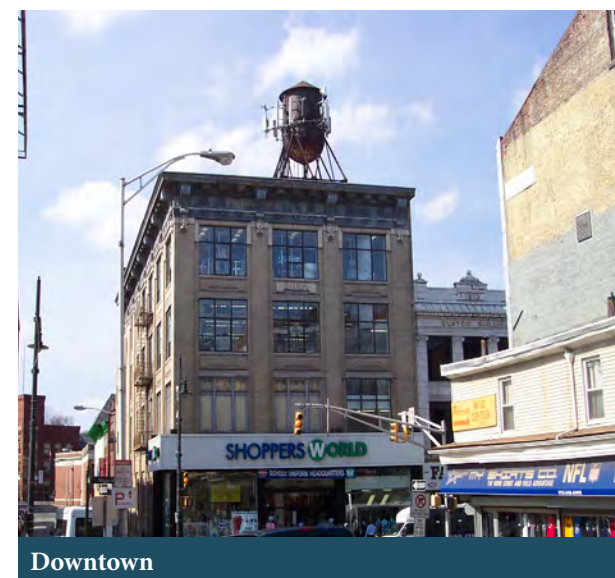
Although they are not all identified with clear and distinct boundary markers, there are 22 different neighborhoods in the City of Paterson. The majority of neighborhood boundaries are formed by major roads such as Interstate 80, Broadway, Straight Street, and Madison Avenue, or by other features such as the railroads or the Passaic River. Other neighborhood boundary markers are not as clearly

defined, and precise boundaries between neighborhoods are not firmly established. For example, the neighborhoods west of the Passaic River have rather ambiguous boundaries separating Hillcrest and Totowa, and the Haledon and Riverview neighborhoods are often both referred to together as simply the “Northside” neighborhood with no distinction between the two.

The following is a brief description of the urban character of each of the neighborhoods in the City:

Downtown – Downtown Paterson is the heart of the City and the central business district. The neighborhood is roughly bound by the Passaic River, Cianci Street, Grand Street, and Straight Street. Main Street in the downtown is a busy thoroughfare full of stores and small restaurants that provide a continuous window shopping experience for pedestrians. There are a number of office buildings including the majority of City and County government buildings. City Hall serves as a central focus of Downtown, with Market Street pointing from both directions towards the plaza in front of City Hall, signifying its importance in the street grid. As noted above, Downtown is home to many of the historic Beaux-Arts civic structures in the City, as well as newer commercial development such as Center City Mall. Downtown is home to the Ward Street Train Station and Passaic County Community College. The historic architecture, dense urban fabric, civic spaces and concentration of people make downtown a vibrant community.

However, Downtown Paterson is a very different place at night. Much of the life that is present on the streets during the day is gone after dark. Downtown is generally lacking in residents, and many of the businesses do not stay open late, even on weekends. Due to this lack of people on the streets, the feel of the neighborhood can be drastically different depending on the time of day.





Sandy Hill

Wrigley Park – Located just northeast of Downtown, Wrigley Park is bound by Broadway to the south, Lafayette Street to the north and the railroads to both the east and west. The neighborhood is comprised of a mix of structures of all sizes, with large apartment buildings, sprawling housing complexes, grand churches, and many densely positioned row houses along long blocks. There are also a number of historic mill structures in the neighborhood. Given that the neighborhood is bound on the east and west by railroads, there are a number of dead end streets on the ends of the neighborhood. Wrigley Park is an area of the City that has been highly affected by neglect and abandonment, however the neighborhood is recently seeing a resurgence of new residential construction.

Sandy Hill – Sandy Hill is located south of Wrigley Park across Broadway, and east of Downtown. The eastern border of the neighborhood is Madison Avenue, and its southern boundary is Interstate 80. The western edge of the neighborhood is Straight Street. Sandy Hill is characterized by a variety of buildings of differing sizes and scales. These range from townhomes and row homes to Eastside High School, which occupies several blocks. The Paterson Armory and Roberto Clemente Park are also located in this neighborhood. Due to the juxtaposition of different grids and Market Street penetrating the neighborhood on a diagonal, the blocks of the neighborhood are of various sizes and irregular shapes.



Hillcrest

People's Park – People's Park is located in the east of the City, south of the railroad tracks, east of Madison Avenue, and north of Interstate 80. People's Park is a primarily residential community that is centered around the commercial district on 21st Avenue. 21st Avenue is lined with colorful small shops and restaurants that cater to the local Hispanic community, and residential streets of dense row houses spread from there. Along the northern end of the neighborhood is Market Street, where a mix of larger scale buildings and commercial

businesses are located. Market Street and 21st Avenue offer a contrast in terms of the type of commercial corridors in the neighborhood. 21st Avenue is dominated by small scale retail businesses that provide for a pedestrian oriented environment, whereas Market Street in this neighborhood at least, is predominantly oriented towards automobiles, with most buildings being set back from the street behind individual parking lots. The industrial areas of the neighborhood offer another distinct environment, as many of those properties are surrounded by chain link fences topped with barbed wire, presenting a less than inviting streetscape for pedestrians.

Dublin – Dublin is located south and west of the Downtown. Its boundaries are generally Interstate 80 to the south, Cianci Street and Grand Street to the north and east, and the Passaic River to the west. Portions of the Dublin neighborhood are also often referred to as "Little Lima" reflecting the growing Peruvian population in the neighborhood. Dublin may also be referred to simply as the Great Falls neighborhood, as it is the historic neighborhood on the southern banks of the Great Falls, where the first industrial factories in the City were located. Many mill structures and factories still remain throughout the neighborhood, and while most of the industry has since moved out, several mills have been repurposed as loft dwellings. Interspersed between the large mills and factories are many small homes and small businesses, and parks.

Hillcrest – Being one of the more suburban neighborhoods in the City, Hillcrest is typified by mid-century homes on larger lots that are set back from the street with large front lawns along long narrow blocks, creating a streetscape of greenery along the residential streets. The neighborhood is generally bound by the Borough of Totowa to the west, Molly Anne Brook to the east, Totowa Avenue to the south, and Preakness Avenue to the north. Hillcrest is the westernmost edge of the City.

Brooksloate – Brooksloate is a small neighborhood in the northwest corner of the City, just north of Hillcrest, and north of Preakness Avenue and west of Chamberlain Avenue. The character of this neighborhood is far more suburban than any other in Paterson. The layout of this neighborhood differs greatly from that of the rest of the City, with streets that are not on a grid pattern whatsoever, and some actually end in cul-de-sacs. The northern end of the neighborhood, which borders the Borough of Haledon, is a large multi-family residential development with dozens of low rise apartment and townhouse buildings set amongst park space and greenery.

Totowa – The Totowa neighborhood is located just west of Downtown, across the Passaic River on the northwest side of the Great Falls. The western boundary is made up by Molly Anne Brooke, and the northern boundaries are West Broadway and Chamberlain Avenue. Totowa is one of the larger and more diverse neighborhoods in the City. The southern end of the neighborhood is the home to historic areas such as Mary Ellen Kramer Park overlooking the Great Falls, and Hinchliffe Stadium as well as John F. Kennedy High School. The rest of the neighborhood is a mix of dense residential uses of different sizes and architectural styles. Union Avenue, which runs through the neighborhood, is famous for its variety of shops and restaurants that cater to the Hispanic and Bangladeshi communities that live in the area.

Haledon – This neighborhood gathers its name from the Borough of Haledon, which borders it to the west. The northern boundary of the neighborhood is the Borough of Prospect Park, the southern boundary is West Broadway, and North Third Street makes up the eastern border. The neighborhood is made up of a variety of homes that vary in style, size, and age, with many older larger homes mixed together with low-rise apartment buildings and bungalows. Haledon is a relatively small neighborhood, and together with the Riverview neighborhood to its east, is sometimes referred to as the “Northside”. The northern

end of the neighborhood is rather hilly, and offers views of the Watchung Mountains to the west.

Riverview – Along with Haledon as noted above, Riverview is sometimes called the “Northside” neighborhood. Parts of Riverview due to its low topography and proximity to the Passaic River are often flooded during storm events. In part as a result of the regular flooding, the eastern areas of the neighborhood suffer from significant abandonment and higher levels of vacant property and boarded up windows than other areas of the City. In particular, the areas along Presidential Boulevard and east of East Main Street are a mix of industrial properties such as scrapyards, next to many mid-century homes and numerous vacant lots. On the other side of East Main Street, the neighborhood has many multi-family residential towers, low rise apartment buildings, and single family homes which dot the landscape.

Bunker Hill – Bunker Hill is an industrial park on the north side of the City just northeast of Downtown. The neighborhood is bound by the Passaic River on its west and north ends, Lafayette Street to its south, and the New York, Susquehanna, and Western (NYSW) Railroad line to its east. The majority of the neighborhood is made up of large tracts of land used for industrial purposes such as manufacturing and warehousing, although east of River Street, is a small residential community built as housing for the factory workers of the mills in the neighborhood. River Street itself, which separates the industrial park from the residential area, is a small commercial corridor lined with shops.

Riverside – Riverside is the northernmost neighborhood of the City, located at the bend of the Passaic River where it turns south. Riverside is the area between the River and 7th Avenue, and east of the NYSW railroad tracks. The north and east ends of the neighborhood are characterized by their big box retail and industrial uses along Route 20, while the rest of the neighborhood is primarily



Bunker Hill, River Street



Riverside



Eastside

small scale residences fronting on long urban blocks. Historic factories can also be found throughout the neighborhood, reflecting on its industrial past.

10th Avenue – Bound by 7th Avenue to the north, East 33rd Street to the east, Broadway to the south, and the NY&W railroad to the west, this neighborhood is focused around the commercial corridors of Madison Avenue and 10th Avenue in the northeast of the City. One of the largest neighborhoods in the City, this neighborhood is also one of the more densely populated neighborhoods in the City. There are many multi-family apartment buildings and duplex homes throughout the neighborhood.

Eastside – Also known as Eastside Park due to the prominence of the park in the neighborhood, Eastside is a residential community on the eastern end of the City. The neighborhood's general boundaries are the Passaic River to the east, Broadway to the north, East 35th Street to the west, and the railroad to the south. Eastside is home to some of the most historic residences in the City, with large homes representing many different architectural styles. Tudor, Italianate, Greek Revival, and Georgian homes among other styles can be found in the Eastside neighborhood. Much of the neighborhood is within the nationally designated Eastside Park Historic District.

Manor – Just north of Eastside is the Manor neighborhood, which is similar in character to Eastside, but located across Broadway, creating a separation between the two. The Manor is bound by Broadway to the south, the Passaic River to the east and north, and East 33rd Street to the west. The Manor neighborhood unlike much of the City, has several prominent streets like Manor Drive which differ from the traditional street grid of the City. Several of the streets in this neighborhood actually curve and wind through the neighborhood. Homes in this neighborhood tend to be on larger lots with spacious yards and mature trees lining the streets.

Near Eastside – As the name implies, Near Eastside is adjacent to the Eastside neighborhood. Located south of Broadway, north and east of the railroad, and west of East 35th Street, this is one of the larger neighborhoods in the City. Characterized by the many larger row homes on more compact lots, this neighborhood presents a consistent streetscape with the majority of the homes and buildings being situated near the front of the property along the traditional street grid pattern. Many of the homes also have small porches or stoops, lining the streets with small spaces for public interaction.

Lakeview – Lakeview is located along Lakeview Avenue in the south of the City. The neighborhood borders the Passaic River to the east, Interstate 80 to the north, Crooks Avenue and the City of Clifton to the South, and is bound on the west by Trenton Avenue. One of the few neighborhoods in the City south of the Interstate, Lakeview is essentially split with two distinct areas. East of Lakeview Avenue is Cedar Lawn Cemetery, and west of Lakeview Ave is a residential community of modest homes with small front lawns and larger back yards.

Railway – The Railway neighborhood is a very diverse area of Paterson centered along the Railway Avenue corridor in the southern portions of the City. Situated between Interstate 80, Crooks Avenue, Trenton Avenue, and Getty Avenue, this neighborhood is made up of a broad range of streets and buildings. One end of the neighborhood is primarily large industrial warehouses and industrial buildings while the other end of the neighborhood is made up of small scale residential blocks and modest homes similar to Lakeview. Along Railway Avenue is the Paterson Farmers Market, one of the more unique experiences in the City with its open air displays of local produce and other goods for sale.



10th Avenue

South Paterson – To the west of the Railway neighborhood is South Paterson. The neighborhood is bound by Getty Avenue to the east, the railroad to the north, and the City of Clifton to the south and west beyond Hazel Street and Crooks Avenue. Primarily organized around South Main Street, South Paterson is a distinct neighborhood known for its concentration of Middle Eastern, Arab, and Turkish restaurants and businesses. South Paterson is a relatively dense, yet small scaled area with buildings generally no more than 2-3 stories tall that front very near the street, creating a tight-knit urban community.

Lackawanna – Bound by Getty Avenue, Interstate 80, Route 19, the NJ Transit Main Line railroad, and Hazel Street, this neighborhood represents a broad mix of buildings and features. The center of the neighborhood is St. Joseph's Regional Medical Center, which occupies the space of many blocks along Main Street. Due in large part to its irregular shape, the streets of the neighborhood mostly do not conform to the general grid pattern of the rest of the City, with several small grids intersecting with Main Street at odd angles, creating small triangular lots. There are several older mill and factory buildings that are surrounded by numerous types of residential structures. The western end of the neighborhood, which borders Route 19, is primarily industrial buildings.

Garrett Mountain – Garrett Mountain is made up of two primary sections, one being Garrett Mountain Reservation, the County park located on the mountain which overlooks the City, and the other section being the planned unit development of apartment and condominium buildings just west of the mountain. This neighborhood is effectively isolated from the rest of the City as Interstate 80 and Route 19 create a barrier between the park and residential area, and the rest of the City. In fact, there are only two roads which connect this neighborhood to the rest of Paterson.

Stoney Road – Stoney Road is the small neighborhood just southwest of the Great Falls and Dublin neighborhood. The general boundaries of the neighborhood are the Passaic River to the north and west, Interstate 80 to the south and east, Stanley Levine Reservoir to the east, and the Borough of Woodland Park to the southwest. The northern tip of the neighborhood closest to the Falls and the reservoir have several older mill buildings, while the southern end of the neighborhood is comprised of dense row homes on narrow lots along a typical street grid. Pennington Park makes up the northwest end of the neighborhood, and the majority of its frontage along the Passaic River.












Lackawanna

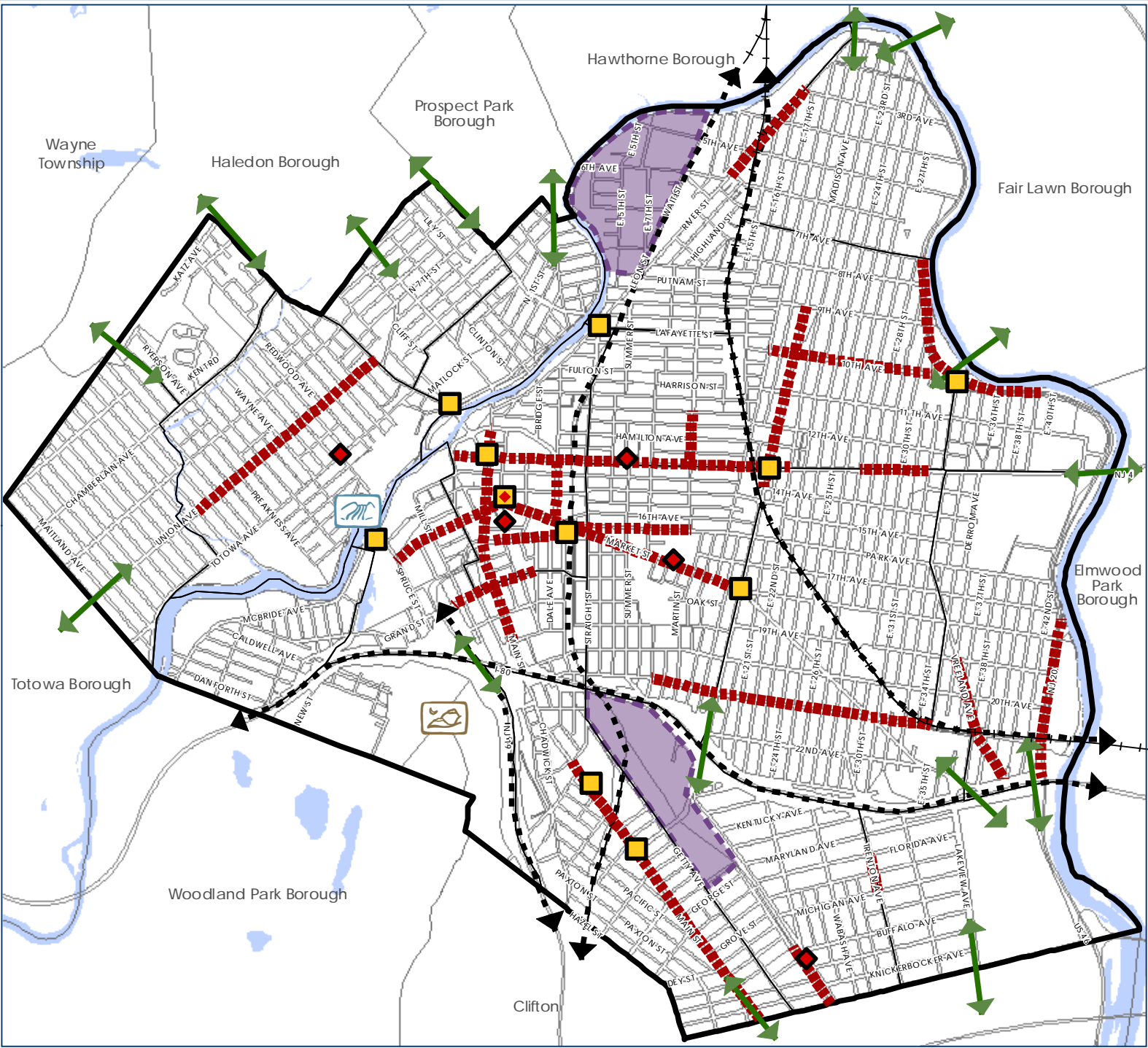
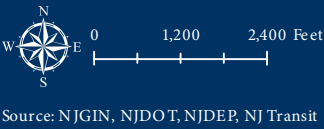


Stoney Road

CITY OF PATERSON
Master Plan

Urban Design
Features

-  Garret Mountain
-  Great Falls
-  Nodes
-  Other Landmarks
-  Node and Landmark
-  Gateways
-  Commercial Corridors
-  Transportation Corridors
-  Industrial Areas



Features

The following section outlines key features in the Urban Design of the City, each of which can be located on the Urban Design Features Map.

CORRIDORS

A corridor is a linear function of the City, which links two separate areas or neighborhoods, and is made up of similar geographic features, land uses, or structures. Corridors are generally used to facilitate transportation systems as a linear public space. A corridor can be a natural feature such as a river, or man-made features such as streets or railroads. There are a number of corridors in the City of Paterson.

The Passaic River is the most influential corridor in Paterson's development, although it is no longer used for transportation purposes to ship goods on boats as it once was. The River does still represent a potentially useful open space and recreation corridor though, as the bends in the River stretch all around the City, touching almost every neighborhood.

There are a number of commercial corridors in the City, some which provide goods and services only to a local population, while others have larger scale businesses which cater to a broader customer base. The commercial corridors in the City include:

- Main Street/South Main Street
- Market Street
- Broadway
- Grand Street
- 21st Avenue
- Union Avenue
- 10th Avenue

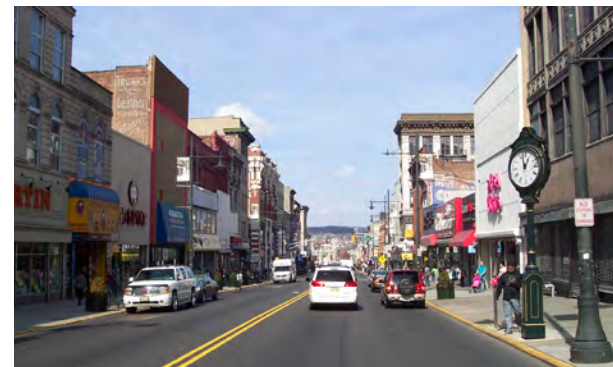
- Madison Avenue
- Railway Avenue
- Park Avenue
- Route 20/McLean Boulevard

The City also has several industrial corridors, where industrial businesses are clustered around particular transportation routes. These include:

- River Street
- Getty Avenue/Railway Avenue
- New York, Susquehanna, & Western Railroad tracks

Transportation Corridors are pathways devoted to long range transportation, and while they provide continuous access to and from distant points, they often have the effect of isolating local areas by restricting access. These corridors provide Paterson with transportation access to the greater region, while also disrupting the local street network:

- Interstate 80
- Route 19
- NJ Transit Main Line (existing commuter rail)
- New York, Susquehanna, and Western Rail (freight rail corridor)



Main Street



21st Avenue



Union Avenue



City Hall



Ward Street Station



Bridge over Passaic River

NODES

A node is essentially the intersection of two or more corridors or paths, or an important junction or threshold along a path. A node is a place where the activities of the City conglomerate, forming places of economic activity and social gathering spaces.

Some Important Nodes in the City:

- City Hall
- Ward Street Train Station
- Broadway/Main Street
- West Broadway/Presidential Boulevard
- Market Street/Madison Avenue
- Madison Avenue/Main Street
- Broadway/Madison Avenue
- St. Joseph's Hospital/South Main Street
- Spruce Street/Ellison Street/McBride/Wayne Ave
- Lafayette/Straight/River Street
- Lakeview Avenue/Crooks Avenue
- Route 20/East 33rd Street
- Route 20/Broadway

GATEWAYS TO THE CITY

Gateways are important urban features, as they are either the first impression given upon entering a space, or the last image upon leaving. A gateway can be a ceremonial entrance/exit space to mark the transition between areas, or it can be entirely unnoticeable if the transition is not marked in any way. Gateway features are especially important in terms of the perception of a city, and the image it presents to the outside world.

Gateways to the City include:

- Haledon Avenue
- Main Street
- Highway exit ramps
 - Route 80 Exits 56-60
 - Route 19
- East Main Street
- Union Avenue
- Lakeview Avenue
- Broadway/Route 4
- River Street/First Ave
- East 33rd Street
- Preakness Avenue
- Belmont Avenue
- Hazel Street

BRIDGES

Bridges, which also serve as gateways to the City or between neighborhoods in the City, are important features of the character and identity of the City. Bridges are a natural gateway feature, as they mark the crossing of a distinct boundary or edge, be it a river, a railroad, or a highway. There are over a dozen bridges that cross the Passaic River in and around the City of Paterson. Each of these bridges represents an opportunity for the City to present itself in a desirable light, both to those crossing over the bridge, as well those passing under.

The following are the bridges located in the City:

Bridges over the Passaic River

- Straight Street/Bridge Street
 - Sixth Avenue/Passaic County Route 652
 - NJ Transit Main Line railroad bridge
 - Lincoln Avenue/First Avenue
 - Maple Avenue/First Avenue
 - Fair Lawn Avenue
 - East 33rd Street/Morlot Avenue
 - Broadway/Route 4
 - New York, Susquehanna, and Western Railroad
 - Market Street
 - Route 80
 - Crooks Avenue
 - Rockland Street/Westside Park pedestrian bridge
 - Wayne Avenue
 - West Broadway
 - Main Street
 - Arch Street
- Bridges over Route 80
- Lakeview Avenue
 - Trenton Avenue
 - East 24th Street pedestrian bridge
 - Madison Avenue
 - New Street

NATURAL FEATURES

Natural features play an important role in shaping the context of a City. As stated above, the geography of Paterson has been one of the defining characteristics, with the Great Falls being the central focus of development and the City growing outward from them. While the City of Paterson is largely developed and built out, there are a few natural geographic features which impact the City still. Natural features such as rivers and mountains, when integrated into the fabric of an urban environment can be the vital pieces of the experience of that City, and convey a sense of place unique only to that location.

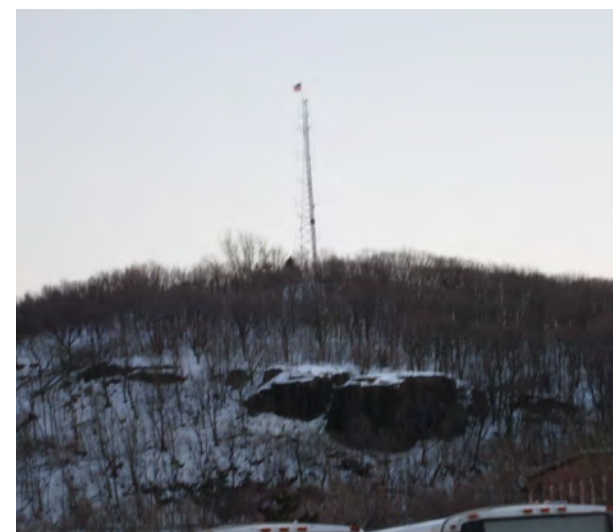
Garrett Mountain, while isolated from the heart of the City by Interstate 80 and Route 19, offers spectacular views of the City from above, as well as provides a large expanse of open space for active and passive recreation.

It cannot be overstated the importance of the Great Falls both to the history of the City, as well as in being a feature unique to downtown Paterson that cannot be replicated elsewhere. Very few cities in the world can boast of being developed around a waterfall, and this has formed the identity of the City for generations.

The Passaic River is also a prominent natural feature of the geography of the City. Currently there is no river access to residents of the City, leaving the river essentially as only a boundary rather than an active part of the City.



Passaic River



Garrett Mountain

LANDMARKS

Landmarks are prominent points of interest in a city that help define its character, and serve as visual and social centers of attention. Landmarks are those features which are identifiable to the City, and unique to their environment, those special features, buildings, institutions, or spaces which differentiate one city from another. They are the memorable and noteworthy features of a city that shape its image and identity. Landmarks can be civic institutions such as churches or synagogues, government structures, or other historic buildings, as well as commercial establishments held in high regard. Some prominent landmarks in the City include:

- City Hall
- Passaic County Courthouse complex
- Danforth Memorial Library
- The Armory
- Hinchliffe Stadium
- The Great Falls
- Garrett Mountain
- Paterson Farmers Market

See Historic Preservation Element for further information regarding officially designated historic landmarks in the City.

Design Standards

The Land Development Ordinance of the City of Paterson provides general design standards for the development of commercial and residential properties in addition to zoning controls. These standards are put in place to help ensure that new construction is held to a certain minimum standard so as not to have an adverse impact on the surrounding community. This is achieved through ensuring consistency with the context of the built environment surrounding a property, and requiring that design waivers be granted by the appropriate board if the minimum standards are not met.

The current design standards were adopted in 2006 after recommendations were made in the City's last Master Plan report in 2003, and provide a solid foundation and framework for regulating future construction and design efforts in the City. These design standards regulate building design, landscaping, streetscapes, lighting, signage, and parking design and layout. The First Ward, Fourth Ward, Fifth Ward, and Area 11 Redevelopment Plans also each have their own design standards regarding new construction or alterations within their boundaries as well.

The Great Falls Historic District also has its own document providing specific design guidelines for the restoration and reuse of historic buildings, and for the design of new structures within the district. While these guidelines are accessible on the City's website, they are not specifically referenced within the Land Development Ordinance regarding design or construction within the Great Falls Historic District.

Recommendations

1. **Strengthen Code Enforcement** – In order to make the City more attractive and desirable as a place to live and do business, the image of the streets and buildings should be cleaned up. A frequent issue cited by many during the public outreach process was that the streets and commercial corridors in particular were not very attractive. This issue does not stem from a lack of regulations or standards for aesthetics, but mostly from a lack of enforcement of the existing building codes and design standards.
 - a. Signage standards for commercial uses should be targeted for code enforcement efforts. Section 500-8 of the Land Development Ordinance provides specific requirements regarding signage including a maximum number of signs permitted, and a maximum sign area allowed for any establishment. It appears that many of the existing commercial establishments in the City are in violation of these standards particularly with respect to excessive signage in commercial storefronts.
 - b. Property Maintenance is also a significant issue. Code enforcement efforts should be targeted towards those properties which fail to maintain safe and habitable structures, and allow for an accumulation of litter and other garbage on their property. This includes both residential and commercial properties.
 - c. Enforcement of design standards in historic districts, and on historically designated properties must be strengthened. It is important that the history of the City and its aesthetic character be maintained and held to a higher standard for quality than other sections of the City.
 - d. See Land Use Element for further discussion of code enforcement.
2. **Adopt Crime Prevention Through Environmental Design (CPTED) Standards** – Fostering a safe and secure environment is a key component of revitalizing the City and encouraging investment. The design of streetscapes and public spaces can have a significant impact on the perception of safety in a given area. CPTED standards should be taken into consideration for all proposed new construction in the City as well as all existing public spaces. See Land Use Element for further discussion of CPTED standards.
3. **Improve Streetscape Appearances** – Perhaps the most simple solution to the issues regarding the attractiveness of the public realm would be to implement minor improvements to the streetscape. Improvements should be targeted to areas of highest pedestrian traffic, such as the Downtown, the Great Falls District, and commercial corridors. Streetscape beautification can be achieved in a number of ways:
 - a. Along all commercial corridors such as Main Street and others, distinctive street furniture that is of a consistent design theme, should be included within the street right of way:
 - Benches should be placed in areas where pedestrians can sit and watch street life unfold.
 - Planters or other landscaping should be located around the benches and in front of commercial storefronts and entrances to buildings.
 - Attractive garbage and recycling cans should be provided in convenient locations in all commercial corridors to reduce the likelihood that litter will be thrown away on the streets.
 - Decorative bollards can also be used to create a barrier between the sidewalk and the street. Bollards can also be used as unique



Excessive Signage, Downtown



Residential Streetscape, Washington DC



Planters and Benches, Mashpee Commons, MA



Public Art and Signage, San Francisco, CA



Street Trees, Philadelphia, PA



Outdoor Dining, San Francisco, CA

lighting features as well to enhance safety and attractiveness of a streetscape.

- b. Street Trees should be planted at regular intervals to provide shade and to help form a continuous landscaped barrier between the sidewalk and the street.
- c. Adequate sidewalk space should be provided on all streets, and where sidewalks are in poor condition they should be repaired.
- d. In high traffic areas such as the commercial corridors or downtown, sidewalks should be divided into distinctly marked areas of different paving materials indicating paths for walking, a paver/landscaping strip, and a strip for street furniture and other amenities. This could serve as an aesthetic improvement, creating a unique and identifiable pedestrian realm, and it can also help to delineate the threshold of a particular corridor.
- e. Crosswalks should be installed at all major intersections on each corner of the intersection. Crosswalks should be constructed of a paving material differing from the asphalt of the street so as to clearly indicate that pedestrians have the right to cross, and where they should be crossing. This represents another potential way to customize the streetscape and also helps provide pedestrian safety on the streets. In particular, crosswalks that are easily identifiable should be placed in all commercial corridors and around all school buildings.
- f. At intersections of larger streets where the street width is wide, the City should consider installing landscaped curb bump-outs or landscaped pedestrian islands. Landscaped bump-outs are an extension of the curb and sidewalk area which narrows the street width at an intersection, while a pedestrian island is a small curbed median in the middle of a cross

walk. A curb bump-out or pedestrian island can provide an area of landscaped green space that also serves as an aid at cross walks by reducing the distance that a pedestrian would need to cross.

- g. Outdoor dining should be strongly encouraged in the commercial corridors where restaurant spaces exist or are proposed. Outdoor seating for restaurants and cafes where adequate sidewalk space is present provides a greater amount of activity on the streets, and can be a highly attractive streetscape amenity.
 - h. Distinctive street lights can also be a vital component of an attractive streetscape. Much of the City's streets are currently illuminated by standard cobra fixtures, where unique light fixtures can contribute to the identity of the City or neighborhood, as well as provide a more pleasant level of illumination.
 - i. Opportunities for public art installations should be considered. Public art can be murals painted on otherwise blank walls, fountains in plazas, small sculptures on sidewalks, or many other permanent or temporary installations. Public art allows local artists from the community to beautify their own neighborhoods while also adding unique elements to the streetscape environment.
 - j. More attractive and unique bus shelters should be constructed and installed at intersections where buses stop regularly.
4. **Forge Connections Across Physical Barriers**
– Many of the neighborhoods of the City are separated by either one of the railroads, or Interstate 80. In order to create a more cohesive urban fabric, these neighborhoods will need to be stitched together to the extent feasible. While the railroads in particular create a significant barrier for vehicles where roads become dead-ends before meeting

the tracks, pedestrian paths can be formed across the tracks to help tie neighborhoods together. While these areas may always function in some capacity as a natural boundary for a neighborhood, they do not necessarily have to be physical and social barriers between residents of different neighborhoods.

In particular the streets that are segregated by the railroad that separates Wrigley Park, Bunker Hill, and 10th Avenue neighborhoods should be viewed for their potential for pedestrian paths and streetscape improvements across the tracks. Where neighborhoods are separated by the Interstate, such as People's Park and Sandy Hill from the Southern neighborhoods, efforts should be taken to ensure that streets and paths that cross under the elevated highway are well lighted and attractive. Public art in these locations can help mark the transition and beautify the space.

5. **Enhance City Gateways** – Special attention should be paid to all gateways to the City. Whether it be through streetscape elements, special signage, landscaping, architectural features, or any combination thereof, gateways into the City should be targeted for aesthetic improvements to mark the entrances to the City and provide a good first impression upon entering and lasting memory upon leaving the City.
 - a. Each of the major gateways to the City as noted above should be considered to be converted to a “green street” to signify that the City is committed to being sustainable in its land development practices. As noted in the Sustainability Element of this Plan, green streets include landscaping elements to help manage stormwater runoff, and they also generally make for a more attractive streetscape. Green Gateways would help to mark the thresholds of entry into the City in a positive way.

- b. The City should consider unique signage elements to signify the entrances and exits to the City. Signs or art installations designed by the local arts community can help form a distinct identity for the City as a whole, as well as the different neighborhoods of the City.

6. **Improve the Appearance of Bridges** – Bridges should also be targeted for aesthetic improvements. There are a number of bridges in the City of Paterson that while they may be functional as a physical crossing, are not particularly memorable or attractive. Most of these bridges also serve as gateways to the City. Bridges can have their appearance improved through simple enhancements such as a new color of paint for the support structure, or through streetscape enhancements to the road and/or sidewalk areas of the bridge. It is important to consider the view of both the passengers on the bridge, as well as those crossing under it.
7. **Highlight Landmarks** – Prominent landmarks and nodes in the City should be properly highlighted. This can be achieved through dramatic lighting enhancements to buildings, or through special treatment to streetscapes in the area. Landmarks and important nodes in the City should be prominently displayed and their status recognizable as landmarks.
8. **Protect Views for the Public** – For properties surrounding landmarks and other unique features of the City, special consideration should be given to protecting public views to and from these areas. Care should be taken not to block views of City Hall or the Great Falls for example.
9. **Connect Landmarks and Important Public Spaces** – Prominent landmarks, historic districts, and other important sites in the City should be connected, both physically and visually.



Highlighted Landmarks, Cologne, Germany



Public Art under bridge, South Orange, NJ



Bus Shelter as public art, Houston, TX



Poor Residential Design



Bridge as Gateway, Paris, France



Residences with Front Porches

These locations and structures can be physically connected by complete streets (see Transportation Element) and green streets, and where feasible, visual cues should be implemented as well. These visual cues can be direct visual hints such as signage, or through linking landmarks with distinctive pavement markings and a series of paths connecting them. Many of these physical links already exist in the street grid of the City, however consistent streetscape improvements to the paths between landmarks can help visually connect the spaces. This can be achieved through creating paths such as stone pavers or a specific color of paint on the sidewalk running from one landmark to another.

10. **Encourage Porches and Stoops in Residential Design** – The City should encourage in residential design a transition space between the public and the private realms. This means a semi-public/semi-private space to make a softer transition between the street and the private spaces inside a home. This can be achieved with porches or stoops, or other design features. This helps to create a more pleasant and inviting streetscape, as a harsh transition can form an unfriendly barrier between the two. In this same light, garages should be discouraged from being located in the front of residences as they present a harsh and abrupt transition. Where feasible, garages should be located in the rear of residential properties.
11. **Adopt Great Falls Historic District Design Standards** – The City should formally adopt the Great Falls Historic District design guidelines for the Great Falls Historic District as standards to be used for design review by the Historic Preservation Commission and the Planning Board. While these standards are already available, they are not officially referenced in the Land Development Ordinance. Section 500-3.18 of the zoning ordinance should be amended to make specific

reference to these design guidelines, as should Section 400-2 Design Guidelines.

12. **Encourage Contemporary Architectural Style** – Contemporary architectural styles should be encouraged by the City and the review boards for new projects. While the City is home to historic Beaux Arts, Art Deco, and Chicago style architecture, new construction that is context sensitive does not necessarily have to mimic those architectural styles. Preserving and promoting the historic architectural character of the City provides a needed link to the past, while new materials, new forms, and innovative architectural elements in progressive design can be a symbol of hope for the future. Even when juxtaposed against one another, at times historic and contemporary architecture can create a synergy between the two that pushes history forward with an eye on the past.
13. **Require a High Quality of Construction** – New construction that is of poor quality and design should be strongly discouraged. Buildings constructed of cheaper materials may be cost effective for a developer in the short term, but will only decay quickly and present serious maintenance problems in the future. The City must have a balanced approach to meeting short term needs, in particular for affordable housing, with long term goals such as upgrading the quality of buildings in the City. Long term effects of poor construction and design must be taken into consideration.
14. **Improve Commercial Facades** – Commercial façades in the City need to be upgraded. Whether it is a lack of building maintenance, excessive signage, or poor building design, most of the commercial structures in the City do not provide an attractive façade. The City should work with the Urban Enterprise Zone (UEZ) and the Special Improvement Districts (SID) to upgrade commercial façades.

- a. Working with the UEZ and the Special Improvement Districts, façade improvement programs should be implemented for each commercial corridor. A façade improvement program can be coordinated by the local improvement district or the UEZ and can help small businesses with:

- Restoring façades
- New windows and storefronts
- New paint
- New awnings and signage

- b. At minimum, 50% of a commercial storefront should be visibly open, that is not blocked by signage, and not covered by merchandise blocking the windows.
- c. Signage should be made to fall into conformance with the signage standards of the City.
- d. Design standards can also be developed specific to each Special Improvement District, and potentially added to the City's zoning code and as a design overlay district.

15. **Develop Neighborhood Plans** – The City should encourage and where necessary assist each neighborhood in the City to develop its own community plans. Private organizations have developed neighborhood plans for the Northside, and the Greater Spruce Street Neighborhood (Little Dublin/Downtown). These plans provide guidance and recommendations for fostering community building and development in their respective neighborhoods. While there are many redevelopment areas with their own plans in the City, neighborhood specific plans that focus on community development could be very beneficial for instilling civic pride in both the City and in each neighborhood. These types of plans can also be very useful in terms of breaking down issues that are

neighborhood specific and empowering residents on the local level to enact positive change in their neighborhoods. Neighborhood plans can also help to create in the City a mosaic of subcultures, to create distinctive neighborhoods that reflect the culture of the residents of each area of the City.



Contemporary Architecture, Cologne, Germany



Appropriate Commercial Facade



Poor Building Design



UTILITIES ELEMENT

Introduction

Utilities are vitally important, yet often unnoticed infrastructure systems of a City. These include sewer and water systems, power transmission lines, natural gas service, cable, internet and phone service. These utility systems, which are frequently taken for granted, are the primary components of the infrastructure necessary to support regular activities for all areas of the City. Without operational utilities, most regular procedures of daily life would cease to function. Almost every aspect of modern urban life is reliant either directly or indirectly on these key utility systems and the conveniences they provide. As evidenced by the after-effects of recent hurricanes and storm events, even temporary loss of utilities such as power and gas can be crippling to the wellbeing of a city.

Utilities also play a key role in economic development. Capacity for expansion of utilities systems is a precursor to any growth in population or increase in economic activity. More people and more businesses require greater levels of utility services. Regardless of available physical space, a lack of capacity or access to basic utilities can hinder any plans for new development.

This element is prepared in accordance of the NJ Municipal Land Use Law which states that a Utilities Element may be prepared as a portion of a municipal master plan, 40:55D-28.b:

“A utility service plan element analyzing the need for and showing the future general location of water supply and distribution facilities, drainage and flood control facilities, sewerage and waste treatment, solid waste disposal and provision for other related utilities, and including any storm water management plan required pursuant to the provisions of P.L.1981, c.32 (C.40:55D-93 et seq.)

The purpose of the Utilities Element is to provide a framework for future utilities maintenance and related infrastructure improvements in the City. The aim of the recommendations regarding utilities is to construct a sound utilities infrastructure for the City that enables economic growth in the City, and provides residents and businesses with continuing services that meet their everyday needs, while preparing the system for future demands.

Existing Conditions

The utilities that serve the City of Paterson include gas (PSE&G), electric (PSE&G), cable (Cablevision), Phone (Verizon), water (Passaic Valley Water Commission), and Stormwater & Sanitary sewers (Passaic Valley Sewerage Commission, and City).

The City of Paterson is served by a mix of Municipal Separate Storm Sewer Systems (MS4s), and a combined sewer system (CSS). CSS are sewer systems that are designed to collect storm water runoff, domestic sewage, and industrial wastewater in the same pipe and bring it to the publicly owned treatment works (POTW) facilities. The CSS effluent is conveyed to the Passaic Valley Sewerage Commission (PVSC) for treatment. MS4s (municipal separate storm sewer systems) are sewer systems where stormwater and domestic sewage are separated and piped to a treatment plant through separate systems. Most of the City of Paterson is served by the combined sewer system.

SANITARY AND STORM SEWERS

The combined sewer system is a major issue in Paterson. Like many other older urban cities, the original sewer systems were not designed to separate storm water runoff, domestic sewage (waste water from sinks, showers, toilets, etc) and industrial wastewater from one another. It all is gathered in the same pipe system and channeled to a treatment plant. This becomes problematic in the event of a storm or increase in wet weather. If the amount of wastewater running into the system exceeds the capacity, then the system backs up and overflows, spilling the untreated wastewater and sewage wherever that overflow may be, whether it is in a surface parking lot or on city streets.

The United States Environmental Protection Agency (USEPA) currently requires municipalities with CSS to take actions to remove combined sewer systems or mitigate the impacts of combined sewer overflows, by developing a combined sewer overflow (CSO) long term control

plan. The City has an agreement with the New Jersey Department of Environmental Protection (NJDEP) to devise a program to remediate the CSS issues.

Currently in the City of Paterson, the combined sewer system is designed to transfer sewerage and wastewater overflows into the Passaic River through a storm sewer interceptor line, which as the name implies, intercepts sewer overflow during storm events. While this may be preferable to sewage backing up into the City streets, dumping untreated stormwater and sewage into the Passaic River poses another set of problems. These problems include water pollution and contamination, and increases in flood hazards, among others.

The Passaic Valley Sewerage Commission owns the interceptor sewer line which runs parallel to the Passaic River. There are 21 active combined sewer overflow (CSO) regulators which are owned by PVSC, and others which are owned by the City. These regulators act as the triggering mechanism to divert wastewater and sewage flows to the Passaic River rather than to the PVSC treatment plant when flows reach a certain level. In addition to the regulators there are various netting facilities which screen debris from the sewer flow.

Since the 2003 Master Plan, PVSC has made progress by decommissioning the following regulators:

- Jefferson Street;
- North Straight Street;
- Stout Street;
- Mulberry Street;
- Bank Street;
- 6th Avenue
- Franklin Street

- Marshall Street

In addition, PVSC plans to perform the following work over the next few years:

- Rehabilitate the Main Interceptor Sewer and manholes. This work will include televising or inspecting the sewer condition, cleaning the sewer, and use either sliplining or cured-in-place-pipe (CIPP) to repair the defective areas.

On February 6, 2013, the New Jersey Department of Environmental Protection (NJDEP), and the United States Environmental Protection Agency (USEPA) issued an Administrative Compliance Order and Information Request (COIR) which requires the City of Paterson to perform the following:

- Prepare and submit a detailed list identifying all sewers known to be in need of repair on a quarterly basis. This list must include description of defect, cost to repair the sewer, the date the repair was identified, estimated schedule for completion of the work;
- Reduce the City's sewer inspection cycle from its current 25-30 year cycle to a 10 year cycle.
- Update the current catch basin inventory, mapping, and maintenance protocol which was deemed inadequate; and
- Update the current Operations and Maintenance (O&M) manual for the CSS to include annual budget analysis, a financial management system, staffing and training requirements, administrative functions, emergency operations program, and a system vulnerability analysis

WATER

Potable water is provided to the City via the Passaic Valley Water Commission (PVWC). PVWC operates and maintains two pumping stations located at Redwood Avenue and at the Great Falls, and an open finished water reservoir (Levine) and hundreds of miles of water mains and appurtenant facilities.

PVWC owns and operates the Little Falls Water Treatment Plant (LFWTP) which is located in Totowa, and which was upgraded in 2004 to improve water quality and consistency. The capacity of the LFWTP is 75 million gallons per day (mgd). The average daily production from the LFWTP is 50 million gallons per day (mgd).

Water to the LFWTP is drawn from the Passaic River, with the Point View Reservoir in Wayne serving as a backup during drought. In addition to this contingency, PVWC has an agreement with the North Jersey District Water Supply Commission (NJDWSC) to purchase up to 35.5 mgd from the NJDWSC's Wanaque reservoir as an additional means of supply.

Since 2003, PVWC has implemented the following water infrastructure improvements within the City of Paterson in order to improve the reliability, water quality, and hydraulic capacity:

- Cleaning and lining approximately seven (7) miles of water main;
- Replacement of the 36-inch diameter water main across McBride Avenue raceway culvert;
- Installation of new water valves to improve reliability and reduce leaks;
- Replacement of water pumps at the Great Falls Pumping Station;
- Working with the Paterson Fire Department to

regularly inspect fire hydrants, and repair and/or replace defective hydrants to maintain a high state of readiness to fire emergencies;

- Replacing thousands of water service lines that were made of lead; and the associated water meters to improve water quality and usage accuracy;
- Installation of a new water pump at the Redwood Avenue pumping station; and
- Installation of a new supply interconnection from Haledon at West Broadway and Granite Avenue.

PVWC is currently planning improvements to the Levine Reservoir, which does not meet US EPA or NJDEP standards for open water storage. The implementation of these improvements is currently subject to review by several historic preservation entities, as the Levine Reservoir is located within the nationally and locally designated Great Falls Historic District. Improvements for the reservoir by PVWC include:

- The replacement of the reservoir with two 2.5 million gallon storage tanks
- The construction of a new access road
- The construction of a new utility building at the site
- Installation of new piping to connect the tanks to the existing reservoir inlet
- Separation of the remaining portion of the reservoir from the water distribution system

ELECTRIC

The City's electric is provided by Public Service Electric and Gas (PSE&G). PSE&G is currently in the process of upgrading the City's electric infrastructure from 26kV lines which were put in place over 50 years ago, to a new network of 69kV capacity. This new network of utility poles and wires will be in the same locations as the

existing network, however the poles will be taller in some instances. PSE&G plans to make the following upgrades to the City's electricity network in the near future:

- 61 poles on 33rd Street will be replaced
- 34 poles will be replaced along 21st Avenue and 38th Street
- Poles along 7th Avenue to River Road will be replaced
- McLean Boulevard substation will be upgraded with new equipment
- North Paterson substation will be upgraded with new equipment
- 40th Street substation will be upgraded with new equipment

Gas

The City's natural gas service is provided by Public Service Electric and Gas (PSE&G). Most older urban municipalities such as Paterson are typically served by a mix of High Density Polyethylene (HDPE) mains and cast iron mains. The natural gas distribution system is a mix of high pressure and low pressure mains and services. PSE&G continues to upgrade its infrastructure in accordance with its equipment maintenance plan, and Capital Improvement Plan. Typical gas infrastructure upgrades include replacement of old cast iron mains with HDPE mains which is more durable, and less likely to leak; and upgrade of gas regulators to meet current safety and accessibility standards.

CABLE/PHONE

The City's Cable and Telephone services are provided by both Cablevision and Verizon. A City like Paterson is served by a mixture of copper and fiber optic lines which may run overhead and underground. Over the past several years, with the merger of phone and cable businesses,

both companies have been substantially improving their respective infrastructure as part of their business growth strategy.

Cablevision's cable network for the City is currently a stand-alone network. It serves only the City of Paterson, unlike many other municipalities which share networks. This is an advantage to the City because it makes maintaining the network less complicated. Cablevision has indicated that their cable network is currently state of the art, and they anticipate only maintenance on existing facilities in the near future.

Verizon has indicated that they are only experiencing minor issues in regards to underground conduit structure in certain locations in the City where there is no spare conduit to provide fiber optic services. These are currently dealt with on an as-need basis. Verizon currently is able to provide high speed telecommunications services to 80% of the City of Paterson on their fiber optic network, and on traditional copper telephone wires. Verizon is also in the process of expanding service capacity on the network by placing additional fiber optic cables throughout the City where needed. Verizon has no plans at this time to build any major infrastructure in Paterson.

DISASTER PREPAREDNESS

When businesses or residences are located in areas that flood frequently, in addition to other hazards posed by flood waters, this can cause regular disruptions to utility services. Storm events such as Hurricane Irene and Superstorm Sandy can cause significant flooding in Paterson along the banks of the Passaic River and other locations in the City. This flooding causes major impacts to the utility infrastructure, in particular the sewer system. As discussed above, the City has an issue with its combined sewer system and overflows, and this is exacerbated by major flood events. Major flooding can

also overload the overflow system, and sewage can back up into residential areas and flood waters are mixed with untreated sewage and industrial wastewater.

The Federal Emergency Management Agency (FEMA) along with the State Office of Emergency Management (OEM) and Passaic County, are in the process of developing Hazard Mitigation Recommendations for Passaic County, and a long term recovery strategy for the City of Paterson. This long term recovery strategy will identify several key areas in which the City can increase its preparedness for natural disasters such as hurricanes and the flooding that accompanies them.

Recommendations

1. **Mitigate the Effects of Combined Sewer System (CSS)** – This has been an ongoing goal of the City in regards to utility service, and has been a primary recommendation in previous Plans. The combined sewer system and the overflow system which discharges into the Passaic River poses threats to the development potential to the City as well as being a public health risk. The ideal solution to a combined sewer system is to separate the sewers entirely. However this can be a very expensive and time consuming process. There are several other options that the City and the PVSC should investigate:

- Target specific areas of the City for separated sewer systems. Areas where significant development is proposed or anticipated should be priority areas for sewer system upgrades. These areas would include Downtown and the Paterson Great Falls National Historical Park areas, where substantial development is anticipated, and would have the greatest economic impact on the City.
- One potential alternative to diverting sewage and wastewater overflows to the Passaic River would be to construct an overflow storage facility. A storage facility would act like a stormwater retention basin, collecting excess flows during storms and then piping this overflow to the treatment plant when capacity is again available.
- Encourage both gray and green stormwater infrastructure systems throughout the City to reduce the flows of stormwater into the combined system. Gray water systems are those that use recycled water, such as reusing water from sinks or bathtubs for other domestic purposes. Green infrastructure are those mechanisms which attempt to treat stormwater prior to it reaching the sewer system. These include harvesting rain water in rain barrels or in rain gardens, and allowing rain water to infiltrate paving materials on driveways or parking lots so that some of it may naturally dilute in the soil. See the Sustainability

Element of this Plan for further discussion of Gray and Green Stormwater Infrastructure.

- Increase the amount of netting and filtration devices that screen debris and other potential pollutants from the sewer overflows before they reach the Passaic River.
- Coordinate with all outside agencies (PVSC, Passaic County, NJDEP, US Army Corps of Engineers) in preparing a plan to address Passaic River flooding. Paterson is not the only municipality along the Passaic River that experiences flooding during storms or heavy rain events. In addition to taking measures to reduce the impacts from flooding outlined in this section of the Plan, and in the Sustainability Element of the Plan, the City must work with multiple other governmental agencies to take coordinated efforts to control flooding all along the Passaic River.

2. **Reduce Stormwater Runoff** – The City of Paterson, like most urban municipalities, generates stormwater runoffs with high pollutant loads, and which carry sediment, nutrients and heavy metal contaminants, for ultimate discharge into the CSS or the Passaic River. This impairs water quality of the receiving water body, and leads to continued flooding during heavy storm events. The challenge for urban environments is to reduce peak discharge, control discharge rate, and treat a large volume of flow at a high rate local to the source of origin.

One method of reducing runoff into the CSS and MS4s is to install bio-retention systems. Bio-retention systems are simple plant and soil/sand units that can be used in urban retrofit and new projects, and which optimize pollutant removal at high flow rates. These systems are known to have total suspended solids (TSS) removal up to 85%, phosphorous removal between 60% - 70%, nitrogen removal between 42% - 45%, heavy metal removal between 58% - 82%, and oil and grease removal over 90%. Other systems



Stormwater Bioretention Inlet
Image from Filtera website



Stormwater Bioretention Inlet
Image from Filtera website



Underground Stormwater Detention
Image from Contech Engineered Solutions

consolidate stormwater flows from several areas, and can be used under City parking lots and other areas to reduce the amount of stormwater to enter the sewer system. See Sustainability Element for further discussion of stormwater mitigation.

3. **Maintain Existing Infrastructure** - Maintenance of utilities play an increasingly important role within any municipality. Reliability of electric, energy, and telecommunications infrastructure is vital to service businesses such as restaurants, professional offices, and industrial/manufacturing operations. Furthermore, proper operations and reserve capacity of storm and sanitary sewer systems are pre-requisites to residential and non-residential developments that are necessary to grow the City's tax base.

In light of the fact that various utilities are not owned by the City, it is recommended that the City's Annual Capital Improvement Plan include the annual improvements from these non-City owned utilities. Working together to coordinate infrastructure improvements saves both time and money. The City's plan should be driven by both the condition of their infrastructure, and also by prioritization of areas in need of economic development. A quarterly organization meeting between the City and non-City owned utility owners would encourage coordination, cost participation on infrastructure projects, and effective communication regarding infrastructure projects with the residential and business community.

4. **Prepare a City-Wide Drainage Study** - This analysis would allow the City to estimate the cost to convert its CSS to an MS4 (municipal separate storm sewer system). A thorough analysis would determine pipe routing, the required pipe sizes, and the most effective location of stormwater detention/infiltration basins. This drainage master plan can be used to prioritize CSS remediation program as part of a 50 year Infrastructure Improvement Plan (IIP). Funding sources for this IIP can include:

- NJEIT - NJ Environmental Infrastructure Trust (low interest loan program);
 - NJDOT - Local Aid (Grant program);
 - Passaic County Cost Participation on County Roads; and
 - PVSC funding. PVSC participation can be justified as an acceleration of the cost savings that would result from separation of sewer flows, and thus would be cost neutral over the 20 year financing term of any debt issuance that would be provided to the City of Paterson.
 - Stormwater impact fee assessed to any new development that increases post-development stormwater runoff based on a 50 or 100 year storm event. These fees can then be leveraged to finance bonding, or as the local component for any local cost participation for any Federal, State, and/or County grant.
5. **Implement recommendations from PVSC** - The Passaic Valley Sewerage Commission has made several recommendations to the City regarding the City's sewer system.
 - Pursue a diligent and aggressive catch basin maintenance program to prevent grit and debris from stormwater runoff from entering the PVSC interceptors
 - Continue the cooperation between the City's building department and PVSC to identify new connections to the sanitary sewer
 - Enforce grease trap inspections to reduce grease build up in the sewers
 - Ensure adequate capacity in local sewers and PVSC interceptors
 - Provide emergency confined space rescue support by the Paterson Fire Department.

6. **Work with Passaic Valley Water Commission** - The PVWC identified the following as key issues associated with the water infrastructure within the City of Paterson:
 - Working with the City to ensure proper communication to customers and proper traffic control protocol during its maintenance and repair of water facilities; and
 - Utility conflicts. Given the age of the City's infrastructure, conflicts are common. A proper road opening permit program and inspection protocol often identifies known conflicts that can be either removed at the time of the road opening, or as part of a more comprehensive infrastructure improvement project.
7. **Coordinate Improvements of Electric Infrastructure** - The City should continue to work with PSE&G to coordinate improvement of any PSE&G underground electric infrastructure with City road and sewer improvements. This coordination saves the utility infrastructure costs associated with pavement restoration. In addition, the City's infrastructure investment is protected since any upgraded utilities are less likely to fail under the City's new pavement. Splitting the funding of installing improvements between PSE&G and the City on pavement restoration costs may also be an option that benefits both parties.
8. **Coordinate Natural Gas Improvements** - Just as recommended for electric power service, the City should coordinate with PSE&G any proposed improvements to the gas infrastructure with other scheduled improvements to City streets or roadways.

9. ***Enhance Cable/Phone/Internet Services*** - The City should also attempt to coordinate all utilities and infrastructure improvements with Verizon and Cablevision. Any modernizations to the cable and internet infrastructure in the City should be encouraged, as that will only enhance the attractiveness of Paterson as a place to live or do business.
10. ***Mitigate Flood Hazards*** - The City should work with FEMA and other federal and state agencies in developing and implementing hazard mitigation and disaster recovery strategies. This will require coordination among multiple departments both in the City and outside. Developing strategies for Paterson to be prepared for future storm events is essential to the City maintaining services to current residents and businesses, while having the foundation necessary to support any future development and growth.



SUSTAINABILITY & CONSERVATION

Introduction

The Sustainability/ Conservation Element of the City of Paterson's Master Plan provides guidance on how to make Paterson a more sustainable and green city. This element has been prepared in accordance with the Municipal Land Use Law (MLUL) NJSA 40:555D-28b(15) which states that a municipal master plan may include:

A green buildings and environmental sustainability plan element, which shall provide for, encourage and promote the efficient use of natural resources and the installation and usage of renewal energy systems; consider the impact of buildings on the local, regional and global environment; allow ecosystems to function naturally; conserve and re-use water; treat storm water on-site; and optimize climate conditions through site orientation and design.

The City of Paterson considers greening the City a priority in creating a sustainable community for its current and future residents and workers. The City hopes to develop a sustainable equation that balances the environment with the economy and societal needs. This "triple bottom line" approach blends directly with Passaic County's definition of sustainability as a systematic approach that supports economic responsibility, environmental stewardship, and a thriving community to achieve and encourage the highest level of efficiency and conservation of resources in local government operation. By considering the direct and indirect fiscal, social, and environmental impacts of its decisions, the City of Paterson will enact policies and ordinances that promote efficiency, maintain environmental integrity, reduce waste, and increase quality of life.

The overriding goal of the Sustainability/ Conservation Element is to make sustainability inherent in the City's policies and regulations. Therefore the level of sustainability reached will depend on the implementation of goals, policies, and strategies that are part of this Element. The adoption of this Master Plan including the Sustainability and Conservation Element will enable City residents to educate themselves on the components of sustainability and how it can influence the environment, the economy, and the community as a whole

Existing City Sustainability Initiatives

The City has already undertaken several measures to help meet the overall goal of making sustainability an integral part of everyday business for all facets of the City. The City has achieved a Bronze Certification from Sustainable Jersey, a certification program for municipalities in New Jersey that wish to become more sustainable. The Bronze certification level is offered to municipalities that meet certain conditions and standards of sustainability. Some of the measures enacted by the City include:

The City has adopted several ordinances, resolutions, and pledges to make the City more green and sustainable. These measures include:

- Proposed a Wind Ordinance (pending approval of City Council)
- Adopted a resolution supporting green building practices.
- Adopted a Sustainable Land Use Pledge which includes:
 - Regional Cooperation
 - Transportation Choice
 - Protection of Natural Resources
 - Mixing of Land Uses
 - Housing Options
 - Green Design
 - Municipal Facilities Siting
- Adopted a resolution supporting Complete Streets
- Adopted a Green Purchasing Policy
- Adopted a Pledge supporting NJ Wildlife Action Plan

The City has also initiated programs to implement green practices into the City

- Proposed 'Paterson Sweeps: Keep Paterson Green'

is a street cleaning campaign with the goal of completing 1 sweep per month to rid the streets of litter and garbage. Street sweeps are to be led by representatives of each ward, with volunteer street cleaners.

- The City has joined the Mayors' Wellness Campaign, which is a statewide program designed to provide municipal mayors with a broad set of tools that can be used to implement public health measures to combat obesity.
- The City, in conjunction with the Business Improvement Districts, operates a "Buy Local" marketing campaign to help support City businesses, and reduce the amount of energy used to transport goods, or used to transport people to businesses to purchase goods.
- Paterson is involved with 'CityGreen' programs to help start community gardens and urban agriculture in the City. CityGreen is a non-profit organization dedicated to facilitating the establishment of urban farms and gardens in northern New Jersey's cities to enrich the lives of inner city residents, while cultivating education in public health, nutrition and the environment.
- The City has implemented a Lead Safe Training education and outreach program, to train municipal employees and building inspectors about lead contamination and mitigation strategies.
- The Paterson Farmers Market, located in the southern end of the City, provides access to local fresh, healthy foods all year round.

The City has established several boards and commissions which are tasked with helping the City to achieve its sustainability goals.

- A City 'Green Team' has been established, consisting of nine members who are either City

residents or employed in the City. The purpose of this team is to educate and encourage all City residents, employees, and businesses to participate in green activities and programs.

- An Environmental Commission has been established in the City, which is made up of a seven member board of residents. The Commission's purpose is to protect the City's natural resources, and maintain an inventory of open space and available land that may be used as open space.
- The City has an Environmental Revitalization Committee, which is responsible for the remediation of brownfields sites throughout the City.
- The City is currently working on a Climate Action Plan

The City has completed several inventories and audits of its current resources and facilities, as well as implemented installations of sustainable features to municipal properties.

- A municipal fleet inventory has been conducted, and strategies for improved efficiency have been identified.
- The City has completed energy audits of all municipal buildings.
- The City has established a Municipal and Community Carbon Footprint, measuring the emissions of greenhouse gases from municipal government operations, and those from residents and businesses in the City.
- Photo-voltaic panels and a solar energy system have been installed on a municipal site.
- Rain Gardens have been installed on several municipal sites.

County Sustainability Initiatives

PASSAIC COUNTY MASTER PLAN SUSTAINABILITY ELEMENT

The County has recently adopted a Sustainability Element to its Master Plan. The purpose of the County's Plan is to enhance sustainability in all County government operations, as well as to provide guidance to any municipalities within the County that wish to implement sustainable measures into their communities. The Plan is a comprehensive action plan to implement sustainability on three levels; economic, social, and environmental, in order to achieve sustainability in government operations, and promote the County as a desirable place to live. The Plan makes the following recommendations relevant to the City of Paterson:

- Reduce impervious surfaces through implementation of best management practices for stormwater management
- Implement Green Streets and Complete Streets on County Roads
- Install rain gardens on property within the Molly Ann Brook watershed
- Provide rain barrels free of charge to County residents
- Create greenways and blueways in flood prone areas
- Increase land dedicated to local food production, support farmers markets
- Complete an urban agriculture assessment study
- Provide technical guidance and assistance to municipal land use boards, environmental commissions, and other appropriate bodies
- Encourage new housing opportunities through brownfields revitalization, adaptive reuse of existing structures, and infill housing development
- Identify new opportunities for parks and open space in urban areas
- Promote renewable energy production on brownfields

sites Provide technical assistance to green businesses in the local economy

The County is also proposing to convert several County Roads into both Complete Streets and Green Streets. North Straight Street/Haledon Avenue in the northwest of the City is one of the first such streets to be designated as a pilot study for the implementation of green streets and complete streets. Other streets in the City of Paterson proposed as complete streets and/or green streets by the County are:

- Main Street (CR 601)
- Straight Street/Getty Avenue (CR 647)
- Preakness Avenue (CR 666)
- McBride Avenue (CR 639)
- Union Avenue (CR 646)
- Totowa Avenue (CR 640)
- Lafayette Street (CR 650)
- Grand Street (CR 638)
- Market Street (CR 648)
- Madison Avenue (CR 649)
- East 33rd Street/Vreeland Ave (CR 6512)
- West Broadway (CR 673)
- East 18th Street (CR 653)
- 5th Avenue (CR 652)
- 10th Avenue (CR 6511)

MOLLY ANN BROOK WATERSHED MANAGEMENT PLAN

Passaic County has recently developed a sustainable management plan for the Molly Ann Brook watershed, which is a small tributary of the Passaic River, and runs through the northwest neighborhoods of the City. The plan identifies the history of the Molly Ann Brook and traces the deterioration in environmental and stream quality to the rise in population and industry within the watershed in the 20th Century. The plan makes the following recommendations to help restore the brook to a satisfactory level of environmental quality:

- Acquire lands around the stream and restore them to a more natural state to help reduce erosion and infiltration of contaminants and other pollutants
- Limit the amount of land disturbance including clearing and grading in sensitive areas within the watershed
- Minimize the amount of impervious surface and runoff
- Provide low maintenance vegetation and landscaping that minimizes the use of lawns, pesticides, and fertilizers
- Encourage the use of rain gardens, rain barrels, green vegetative roofs, and bio swales



Sustainability Issues/Impediments

KNOWN CONTAMINATED SITES

There are over 600 active and pending “known contaminated sites” within the City of Paterson according to the NJDEP. These sites are scattered all throughout the City, however there is a greater concentration of sites along the City’s industrial and commercial corridors. Each of these sites on the list is a part of the Site Remediation Program of the DEP, however the process for remediation of contaminated sites can take years. Meanwhile, some of these sites still contribute to environmental degradation of the City, as well as provide a significant barrier to redevelopment or reuse of these properties for other productive purposes. Most brownfields cannot be used for residential or commercial purposes until they have reached a certain level of remediation, which outside of the length of time it takes, can also be a very expensive proposition.

Conservation

The City of Paterson has already taken the following steps to encourage the conservation of water, energy, and other natural resources:

- Adopted a water conservation ordinance
- Performed energy audits of municipal buildings
- Proposed a wind ordinance
- Adopted a Sustainable Land Use Pledge

Recommendations

ENVIRONMENTAL QUALITY ISSUES



Green Street, Asbury Park, NJ



Green Stormwater Infrastructure, Asbury Park, NJ

1. **Convert Roads to Green Streets** – The City needs to work towards implementing “green streets” throughout its circulation network. A green street is a street that uses natural processes to manage runoff at its source before it reaches the storm sewer system, reduce impervious surface coverage, and promote pedestrian safety. The City has already adopted a complete streets policy, and greening of streets should be an integral part of any complete street. This generally involves channeling stormwater runoff to be absorbed by natural plantings and tree beds before it reaches a storm drain. Green streets also mean providing increased pedestrian safety along sidewalks and crosswalks, through traffic calming measures such as curb bump-outs and raised crosswalks. Aside from sustainability benefits, green streets have the added benefit of being far more attractive than streets and sidewalks that are swaths of asphalt and concrete.
2. **Encourage Green Stormwater Infrastructure** – The installation of green stormwater infrastructure to reduce run-off and help mitigate impacts from flood events should be a priority for the City given its recent history with flooding. Although green infrastructure will not on its own eliminate the threat of flooding, it can reduce the impacts of storms.
 - Reductions in impervious surfaces – Constructing driveways, parking lots, and other vehicular paths that receive lesser or low impact traffic, with materials that allow for permeability of rain water will reduce the overall amount of runoff produced in the City.
 - Construction of Rain gardens, and Bio-swaes – Rain gardens and bio-swaes can help manage runoff by absorbing the water through bio retention.
 - Rain barrels – Using rain barrels to collect rain

from the roofs of buildings has the effects of both reducing runoff, and reducing water consumption, as the water in the rain barrels can be used for watering lawns, washing cars, and other things rather than water from the tap.

- Planting trees – Trees that are planted along the streets and sidewalks need water to grow and remain healthy. If trees are planted in areas where they can absorb stormwater from the streets or other paved areas, this can reduce the amount of runoff significantly.
3. **Increase Tree Coverage** – The City should take action to increase the amount of trees covering the land. Aside from street trees helping to mitigate impacts of stormwater runoff, increasing the tree canopy across the City would help to reduce the heat-island effect of the dense urban environment, and help to purify the air in the City. In particular, areas that currently have low levels of tree coverage, or areas where public health is a concern due to poor air quality, should be targeted for increased street trees and shade trees.
 4. **Promote Gray-Water Recycling** – The City should actively promote the use of “gray water recycling”. This is water that has been used in showers, bathroom sinks, washing machines, and other similar appliances. If this water is separated from the sewer system and treated, it can be reused for general purposes the same ways that water from rain barrels can be used. Municipal buildings and properties should be outfitted to the extent feasible with gray water recycling facilities, and private property owner should be encouraged to do the same.
 5. **Incentivize a Reduction in Pollutants** – The City should work with the NJ DEP to consider providing incentives for commercial and industrial businesses to reduce the production of pollutants that enter the City’s air and the Passaic River.

Recycling Plan Element

A municipal Master Plan may include a recycling plan element, which is required to incorporate the State Recycling Plan Goals, as well as provisions for the collection, disposition, and recycling of recyclable materials.

The City of Paterson is currently compliant with the mandatory guidelines for municipalities in the Passaic County Waste Management Plan. The City has established a Division of Recycling within the Department of Public Works, which is responsible for the collection of recyclables in the City. The City will collect the following residential recyclable materials from residents through curbside pick-up noted in Figures 15.1 through 15.4.

In addition to these items, the City will also collect corrugated cardboard, tires, and various appliances.

FIGURE 15.1

Recyclable Metals	
Yes	No
Vegetable Cans	Spray Cans
Pet Food Cans	Paint Cans
Milk Cans	Shaving Cream Cans
Fruit Cans	Pie Plates
Soda Cans	Tin Foil
Juice Cans	Scrap Metal
Beer Cans	Metal Hangers
Meat Cans	
Cookie Tins	

FIGURE 15.2

Recyclable Glass	
Yes	No
Juice Bottles	Window Glass
Soda Bottles	Cups
Baby Food Jars	Drinking Glasses
Instant Coffee Jars	Dishes
Beer Bottles	Light Bulbs
Liquor Bottles	Porcelain
Mustard Jars	Plates
Ketchup Bottles	Makeup Jars
Pickle Jars	Flower Vases/Pots
Similar Glass Containers	Mirrors

FIGURE 15.3

Recyclable Plastics	
Yes	No
Soda Bottles	Plastic Bags
Milk Containers	Waxed Containers
Water Containers	Styrofoam Products (cold cut / meat trays)
Detergent Containers	Plastic Hangers
Juice Containers	
Plastics #1-4	

FIGURE 15.4

Recyclable Newspaper	
Yes	No
Paperback Books	Gift Wrap Paper
Hard Cover Books (with binding removed)	Poster Paper
All sections of the newspaper including the magazine section	
Junk Mail	
Brown Paper Bags	
Catalogs	
Magazines	
Telephone Books	

GREEN BUILDING AND DEVELOPMENT

6. **Use LEED Building and Community Design Standards** – The City should adhere to the standards of LEED (Leadership in Energy Efficient Design) for all municipal buildings and facilities, and should encourage and incentivize using LEED or similar standards for all private development.
7. **Reduce Energy Consumption** – The City should encourage sustainable green building standards and emerging renewable energy technologies for new and proposed developments. The City should consider becoming a participating municipality in the New Jersey Clean Energy Program, (NJCEP) a state program that provides financial incentives and support to municipalities.
8. **Install Solar Panels** – The City should promote the incorporation of solar energy panels on rooftops of buildings and above parking structures and existing surface lots. With the densely developed nature of the City, much of the downtown and central neighborhoods are covered with buildings. Most of these buildings have large amounts of roof surface that absorb solar energy, but could potentially be harnessing that energy. Whether it be on an existing roof structure, or above parking lots, there is opportunity throughout the City to install solar energy arrays. There are a number of incentive programs offered by the State through the NJ Clean Energy Program (NJCEP)
9. **Install Green Roofs** – Similar to the potential for solar panels on existing roof space is the potential for greening these spaces. Green roofs help to reduce stormwater runoff through bio retention, and also act as a natural filter for water that is not absorbed by plant material. Green roofs not only reduce runoff, but reduce the timing of runoff as well, as water is more slowly released into the storm system, reducing the impacts on the system. Green roofs also reduce the urban heat island effect, by naturally absorbing

the solar energy that hits rooftops, and processing it through the evaporation cycle.

10. **Remediate and Redevelop Brownfields** – There are a number of known contaminated sites throughout the City. These sites need to be cleaned up and their contamination remediated, as many continue to harm the quality of the environment in the City. Environmental remediation would also prepare these sites for future development to meet other goals of the City.
11. **Discourage and Reduce Surface Parking on Pervious Surfaces** – The City must actively discourage the use of large surface parking lots made up of permeable surfaces such as concrete or asphalt. As mentioned previously, large surface parking lots greatly contribute to increased stormwater runoff as well as the urban heat island effect. They also decrease the amount of available land for other productive uses. The City should encourage and incentivize the use of permeable materials for parking surfaces to the greatest extent feasible. This would reduce runoff and the urban heat island effect.
12. **Leverage Financial Incentives** – The City should consider requiring that new developments which receive public subsidies or other financial incentives achieve a certain level of environmental sustainability. For instance, the City's new ordinance which permits certain businesses the ability to opt in to a 10 year tax free period could also include language which requires efforts to reduce stormwater runoff on properties in order to qualify for this program. The same financial incentives used to attract economic development can also be tied to environmental sustainability.



Greenery at Franklin Field, Philadelphia, PA



Solar Panels



Green Roof, San Francisco, CA



Bicycle Parking, Philadelphia, PA



Community Garden, Asbury Park, NJ

ALTERNATE MODES OF TRANSPORTATION

13. ***Adopt a Complete Streets Policy*** – Complete streets are streets that are designed for multiple users to safely navigate the street at any given time. This means that bicycles and pedestrians are given equal priority with automobiles and buses to use the streets. See Circulation Element for further discussion of Complete Streets.
14. ***Develop Bicycle/Pedestrian Infrastructure*** – In order to greatly reduce the amounts of pollution emitted from vehicles, and reduce the dependence on using automobiles for transportation, the City must upgrade its bicycle and pedestrian infrastructure. This means providing the necessary improvements to City streets and sidewalks that would allow for walking, or riding a bicycle to be a viable transportation option for residents to get around the City. While much of the City already has adequate sidewalks and the density of land uses and scale of the City is ideal for pedestrians, there are many improvements that could be made to ensure pedestrian safety, as well as making walking a more attractive option. Further information is provided in the Circulation Element of this Plan.
 - Clearly demarked/raised crosswalks
 - Clean, clear sidewalks, free from litter and obstructions
 - Curb bump-outs to reduce the length of a crossing at an intersection
 - Stripe in bike lanes on streets where the ROW width is adequate to allow for them
 - Paint 'sharrows' on residential streets where designated bicycle lanes may not be necessary
 - Passaic County has already proposed a bike loop for the downtown to the Falls, the City should provide connections to this loop to and from other key areas of the City

15. ***Develop Greenways*** – The lands that run parallel to the Passaic River should be transformed into a series of river walks, or linear parks with biking/ jogging trails. This would help promote walking/ biking in the City, as well as provide necessary greenspace and help reduce impacts of flooding on those areas.
16. ***Encourage Transit Oriented Development*** – Allow for sufficient density of development around all existing and proposed public transportation links in the City.
17. ***Connect Transportation Modes*** – Evaluate and plan multi-modal connectivity via greenways, green and complete streets, or other sustainable transport between city parks, recreation areas, park and river corridors, and historic/ cultural landmarks
18. ***Enhance Wayfinding Signage*** – Many residents of the City already rely on public transportation or private jitney/shuttle services to get around. These services could be much more visibly promoted through better signage indicating the routes and stops of these services. (See Circulation Element)
19. ***Promote Alternative Vehicles*** - Promote the incorporation of alternative vehicle charging stations into new and existing developments
20. ***Advocate for New Transportation Services*** – Lobby for additional rail and bus service to be provided to the City. The proposed Passaic-Bergen Light rail line utilizing existing commercial rail road tracks is one such potential new transportation service that could connect residents with other areas in the region.

ENVIRONMENTAL EDUCATION, EMPLOYMENT OPPORTUNITIES

21. **Educate Residents on Sustainability** – A campaign to educate the community on sustainable approaches to everyday living could help to implement many of the strategies outlined above. While the City can implement sustainable measures on its streets and buildings, in order for the City to truly be sustainable, it will take efforts by residents and business owners improving their own homes and properties. A great place to start educating City residents is through the Schools. Educating the City's children and having them bring this information home to their families is one of the most effective forms of community outreach. This education campaign could also include outreach to the community through mailings and flyers, social media, and training sessions and workshops hosted by the City.
22. **Provide Employment Opportunities** – The installation of green infrastructure such as solar panels, green roofs, and other technologies creates a new market for relatively low skilled labor that could be met by many current residents with minimal training.
 - For example, the City could look to the Sustainable South Bronx (SSBx) program started by Majora Carter for the South Bronx region of New York City. This is a social and environmental program that provides initiatives to help green the City, with green job training, and entrepreneurial support, in order to help transform neighborhoods that suffer from high levels of poverty, an uneducated population, and high levels of environmental degradation from years of industrial polluting. The social and physical characteristics of the South Bronx are very similar to that of the City of Paterson, and the SSBx program should be viewed as a successful model to emulate.
23. **Use City Schools as Training Grounds** – The City should work with the Board of Education to implement environmental education and green job training programs in the city's high schools and for residents that will attract green businesses to locate near an established green workforce.
24. **Promote Urban Agriculture** – Urban agriculture should be an integral part of greening the City, and making the City more sustainable. Urban agriculture can be an important part of a City's overall health, by providing fresh, local, healthy produce to residents, providing more green space in the City, reducing costs of food, and providing opportunities for economic development. The City should continue to promote, create, and enhance urban agriculture and community gardens, through work with groups like CLtiGreen, as the City is already actively doing. Implementing urban agriculture will require collaborative partnerships between the City and private groups to ensure that adequate resources and attention are given to gardens and farms.
 - Private gardens
 - Rooftop gardens
 - Gardens on public properties
 - Community gardens on vacant plots
 - Opportunities for commercial urban agriculture
25. **Conduct a Community Food Assessment** – The City should conduct a community food assessment to analyze the current food landscape in the City. This type of assessment could identify the existing food systems resources available in the City to residents, and potential for filling in gaps in the system. This would entail an inventory of current retail outlets, markets, and gardens in the City, and the types of foods that are sold in these stores, as well as identifying, through a public participation process, deficiencies and strategies to remedy them.



Farmers Market



Community Grocery Store



RECYCLING AND CONSERVATION PROGRAMS

26. ***Provide Recycling Receptacles*** – The City should have a goal of placing a recycling container next to every waste basket on the City streets. Although there have been reports that many existing recycling containers provided in commercial areas by the UEZ have been stolen, recycling containers should be placed in convenient locations in all commercial corridors in the City. If necessary, these containers should be secured to the ground, or another stable surface or street element to protect them from theft or other vandalism. The more opportunities there are for residents and visitors to utilize recycling containers, the more likely it is that people will do so. This will also require regular pick up and maintenance of these containers.
27. ***Build Capacity for Single Stream Recycling*** – The City should seek to upgrade their existing recycling infrastructure to allow for single stream recycling from residents. One of the best ways to encourage recycling by residents is to make the process as simple and convenient as possible for them. Single stream recycling allows for all recyclable materials to be comingled in a single container to be picked up. Currently, the City's facilities require that most materials be separated (paper, cardboard, glass, plastics). The easier it is to recycle, the more likely it is that people will recycle rather than placing recyclable materials in the garbage, or in the wrong recycling container.
28. ***Increase Recyclable Materials*** – In addition to making recycling more simple and convenient, the City should also upgrade its infrastructure to permit a greater amount of materials to be recycled. As is shown in the charts above, while many plastics, glass, metals, and paper products can be accepted by the City, there are numerous types of materials that the City cannot accept for recycling.

29. ***Conserve Resources*** – In addition to recycling programs, the City needs to promote water and natural resource conservation throughout the City. This can include the installation of more efficient appliances and machines that conserve resources, as well as education campaigns to discourage the wasting of water and other natural resources.
30. ***Conduct a Natural Resource Inventory*** – The City should conduct a natural resource inventory (NRI) in order to better understand and evaluate the resources that are available, and how to protect those resources for future generations.

MONITORING AND EVALUATION

31. ***Provide Tools for Active Monitoring*** – The City should work hand in hand with State and Federal officials to actively monitor the environmental quality of the City, as well as the implementation of each of the goals outlined in this Plan. City staff and the Environmental Commission will need to be equipped with the tools and resources necessary to complete this task.

OTHER RECOMMENDATIONS

32. ***Consolidate Environmental Boards*** – The City has three separate environmental committees, each with different missions. Between the ‘Green Team’, ‘Environmental Commission’, and the ‘Environmental Revitalization Committee’, there appears to be an opportunity for consolidation of these boards. A single board or commission that is active in the operation of the City and throughout the community could potentially serve the same functions as the three separate boards, but with less overlap, and greater collaboration and coordination. Perhaps if the amount of responsibility or workload is too heavy for just one body, the City should consider an approach of using sub-committees within one body to provide greater focus on singular issues.
33. ***Pursue Sustainable Jersey Certification*** – Although the City has already been awarded a Bronze level of certification from the Sustainable Jersey Program, higher levels of certification can still be sought. Some steps the City can take to achieve a silver certification from Sustainable Jersey include:
- Planning for local food production
 - Design and implement a bicycle and pedestrian master plan for the City
 - Create school based energy conservation programs
 - Create green challenges and community programs
 - Implement a sustainable community plan
 - Create a wildlife interaction plan
 - Install green roofs on municipal buildings as demonstration projects
 - Conduct a Natural Resource Inventory (NRI)
 - Adopt natural resource protection ordinances
34. ***Increase Disaster Preparedness*** – In addition to the sustainable measures listed above, the City must take care to make itself more resilient to natural disasters. In particular flooding is a concern, which has had a major impact on several neighborhoods in the City in the past few years. While green stormwater infrastructure, reduced impervious surfaces, and increases in tree coverage can all help reduce the frequency and amount of flooding during storms, it is likely that some properties will flood regularly regardless of what steps are taken to reduce the impacts of flooding. On these properties, such as those in the Northside east of East Main Street, businesses and homes should be moved, and this area should be targeted to be converted to open space.



RELATIONSHIP TO OTHER PLANS

Introduction

The Municipal Land Use Law (MLUL) requires that all municipal land use plans take into consideration the land use plans of all surrounding municipalities, as well as the New Jersey State Development and Redevelopment Plan, and any County Plans. The purpose of this section of the Plan is to compare the goals and recommendations of this Plan to any other land use plans in the region that may impact the City of Paterson, or may be impacted by the actions recommended by this Plan.

Neighboring Municipalities

CLIFTON

The City of Clifton, which is located to the south of Paterson, most recently conducted a re-examination of their master plan in 2008. Clifton shares a border with Paterson along Crooks Avenue, which is a commercial corridor for both Cities, as well as along Hazel Street, and through Garrett Mountain Reservation. One of the primary goals of the Master Plan of Clifton is to protect Garrett Mountain and its scenic views. This includes limiting development in that area. This Plan is consistent with that specific goal. Both Paterson and Clifton at their borders on Crooks Avenue and Hazell Street have designated these areas as commercial uses, and are consistent and compatible with one another.

ELMWOOD PARK

The Borough of Elmwood Park is located to the east of Paterson, across the Passaic River and in Bergen County. Elmwood Park shares a border with Paterson that stretches from around 40th Street and Route 20, all the way south to the southeastern tip of the City, separated entirely by the Passaic River. There are several bridges which cross the river connecting the two municipalities, including Broadway/MLK, Route 80, and Market Street. Elmwood Park is developed with primarily single family residential uses to the north, and a mix of commercial and industrial uses in the south where it shares a border with Paterson. The land use designations correspond to one another, and are compatible.

FAIR LAWN

The Borough of Fair Lawn, located to the northeast of Paterson across the Passaic River, is also currently updating its own master plan and land use policies. While they are separated by the River, there are three bridges that cross the river between the two municipalities. Fair Lawn and Paterson are connected by bridges at First Avenue, Fair Lawn Avenue, and East 33rd Streets.

Most of the properties across the river from Paterson are zoned for single family residential uses, except some of the larger parcels near the First Avenue/Maple Avenue Bridge, which are zoned for light industrial use. These zoning designations and land uses are consistent with the land use plan for Paterson.

HAWTHORNE

The Borough of Hawthorne is located just north of Paterson, across the Passaic River from the Bunker Hill neighborhood and the industrial zones of the City. Hawthorne last conducted a full Master Plan in 1968, however that plan has been re-examined several times, the latest of which was in 2011. The land areas across the river from Paterson are developed with either light industrial uses or park space currently, which is very similar to the land uses in Paterson in those areas. Hawthorne is considering designating some of these areas as redevelopment areas. The current and proposed land uses for both Hawthorne and Paterson along the Passaic River are consistent with one another and compatible and appropriate for their locations.

PROSPECT PARK

The Borough of Prospect Park, which is located north of Paterson, shares a border with the City along Haledon Avenue and Hopper Street, as well as a small portion of the Passaic River just east of these streets. Prospect Park last updated its land use plan in 2009. Both Haledon Avenue and Hopper Street in Prospect Park are designated for a combination of residential and neighborhood commercial uses, similar to the zoning designations in Paterson. The land use between the two municipalities is compatible and consistent.

HALEDON

The Borough of Haledon is located northwest of the City of Paterson, and shares a border with the City that cuts through several residential neighborhoods. Burhans Avenue and West Broadway form much of the border, while a portion of the border is also formed by a line which runs parallel to Katz Avenue and Granite Avenue. All of the lands adjacent to Paterson within Haledon are zoned for either single family or two family residential uses, with the exception of Belmont Avenue, which is designated as a neighborhood commercial district. The land use designations and uses for Paterson are consistent with the land uses in Haledon.

TOTOWA

The Borough of Totowa shares a border with Paterson on the west side of the City, surrounding the Hillcrest neighborhood near Maitland Avenue and Chatham Avenue. Totowa is currently in the process of updating its Master Plan and land use documents. The land uses near the border with Paterson consist of educational facilities, single family residences, and a cemetery. The single family residential designations in Paterson are compatible with the land use designations in Totowa.

WOODLAND PARK

The Borough of Woodland Park, formerly known as West Paterson, shares a border with Paterson that runs through Garrett Mountain Reservation, and the areas between Interstate 80 and the Passaic River just southwest of Paterson. Woodland Park adopted its latest Master Plan in January of 2012. The land use plan for Woodland Park indicates that the properties near the border with Paterson are zoned for residential uses, as well as a Planned Unit Development between Garrett Mountain and I-80. The land use zones in Woodland Park coincide with the land uses and proposed land uses in Paterson.

PASSAIC COUNTY MASTER PLAN TRANSPORTATION ELEMENT

The Transportation Element of the Passaic County Master Plan was updated in October of 2012, which addresses all County transportation infrastructure. The County Plan sets forth several proposals for roads within Paterson to be “complete streets” which means that they will be improved and designed to support multiple modes of transportation. These streets are intended to accommodate car, bus, bicycle and pedestrian traffic safely and efficiently. This will be achieved by installing designated bike lanes on the streets and traffic calming devices where necessary. Curb extensions and bump-outs are proposed at cross-walks to increase pedestrian safety as well as opportunities for landscaping and greening.

The County Master Plan also identifies several proposed Bus Rapid Transit (BRT) routes that would stop in downtown Paterson. BRT can generally be described as an enhanced bus system that operates similar to a train, but without the inflexibility of tracks. BRT is intended to provide direct and efficient service between only a few select points on a route designed to maximize speed of travel. BRT can operate on existing roads, typically in lanes designated specifically for buses. There are five proposed BRT routes that would connect downtown Paterson with other areas in the region.

- Connecting Passaic County Community College with Montclair State University via Valley Road, potentially also linking with St. Joseph’s Medical Center
- Connecting Paterson to William Paterson University in Wayne, via the Paterson-Hamburg Turnpike, stopping at the NJ Transit Broadway Bus Terminal
- Connecting Paterson, Passaic City, and Clifton through Main Street
- Connecting the Paterson Great Falls National

Historical Park with points in Bergen County along Market Street

- Connecting points in Bergen County with downtown Paterson via Broadway, stopping at the Broadway Bus Terminal

This Master Plan has taken the County Plan into consideration, and intends to help facilitate all proposed County improvements to transportation infrastructure in Paterson.

PASSAIC COUNTY OPEN SPACE AND RECREATION MASTER PLAN

The Passaic County Open Space & Recreation Master Plan was produced by the County Department of Planning as a guide for the preservation of open space and parks throughout the County, as well as provides a framework for utilizing the funds collected through the County’s Open Space & Farmland Preservation Trust. The primary purposes of the Plan are to protect the County’s water and ecological resources, and promote opportunities for active and passive recreation in the County. One of the primary goals of the County Plan is to establish greenways around ridgelines and river corridors within the County. Several other relevant goals include the restoration and upgrading of existing urban parks, and to promote the development of pedestrian and bicycle pathways.

The recommendations of the County Open Space and Recreation Plan to the City of Paterson are:

- Establish a greenway around the Passaic River
- Assist in the rehabilitation of the Paterson Great Falls National Historical Park
- Assist in the restoration of urban parks in the City of Paterson
- The Barbour Estate is identified as being a potential

site to be acquired by the County as Open Space

This Plan is consistent with the goals of the County Plan.

STATE DEVELOPMENT AND REDEVELOPMENT PLAN

The Final Draft of the New Jersey State Strategic Plan for Development and Redevelopment, which has yet to be adopted by the State Planning Commission, takes a strategic approach to setting goals and a vision for the State of New Jersey. The purpose of the State Plan is to help the state capitalize on assets while managing and preserving natural resources. The Plan specifically identifies urban centers such as Paterson, as underperforming assets which could potentially be generators of economic activity. The Plan calls for the state to support the development in priority growth areas which are defined as:

- Transit hubs
- Major urban centers
- Priority industry clusters
- Designated Redevelopment Areas

The City of Paterson would be considered a priority growth area according to the State Development and Redevelopment Plan. This Plan is consistent with the stated goals and priorities of the State Strategic Plan.



STRATEGIC PLAN ELEMENT

Introduction

The Strategic Plan Element of the Paterson Master Plan is intended to provide a framework for moving forward with the Plan. This is the tactical approach for turning the recommended policies and measures into actions and real outcomes. Often Master Plan documents are developed through a public process, issues and goals are identified, and strategies to address those issues and achieve those goals are established, yet little tangible results are produced. This can be especially frustrating to those who participated in developing the Plan. This is typically a result of developing a plan of action, but not identifying strategies for implementation of the plan or deciding who will assume responsibility for taking action. This is not to suggest that a strategic action plan will guarantee immediate results from this Master Plan. This is to establish accountability, and be used as a way to track and measure progress towards achieving the stated goals and objectives of the Plan.

The implementation of any plan is also faced with the reality of limited budgets, and other technical or physical constraints that may hinder its progress. Due to finite resources, recommendations will have to be prioritized based on relative importance to the overall goals of the Plan, and the City's ability to properly take action. This Strategic Plan Element is also intended to be viewed as a dynamic document, rather than rigid and inflexible. This Master Plan is intended as a long range Plan for the City. The implementation of the Master Plan will take time, and over time the social, environmental, political, and economic conditions that were present at the time of this Plan's writing may change. Priorities may change. What is important today may be less important in the future. To this end it is important that the Master Plan, and this Strategic Element in particular, be reviewed periodically to ensure that priorities and responsibilities reflect the current state of the City, and that resources are properly allocated.

It is also important to note that the recommended strategies found throughout each section of the Plan do not necessarily directly correspond on a one-to-one basis with each of the goals and objectives. There are recommendations that are intended to help address several different goals of the Plan, and there are several goals that may be addressed through multiple recommendations. The recommendations as a whole are intended to address the issues identified throughout the public process, and are meant to be viewed collectively, rather than singularly.

The following sections outline several key action strategies, which form the basis for implementing all of the recommendations of the Plan, and several available sources of funding and revenue that can potentially be used to help finance the various projects that are recommended. Also included in this Element is a list of targeted outcomes for the execution of the Plan. The purpose of this is to establish benchmarks to track the progress of the Plan, and realistic timeframes that goals and objectives may be achieved.

Key Action Strategies

The following key action strategies are a summation of the overall strategies for each element of the Plan. The particular strategies mentioned here should be given a high priority because of their importance to achieving the goals and objectives derived through the public process of the Plan. Each of these actions will help to address multiple issues and accomplish numerous goals. These key strategies give the City and all involved a sense of just where to begin, and to focus initial efforts for the application of this Plan.

PATERSON GREAT FALLS NATIONAL HISTORICAL PARK

The experience of visiting the Paterson Great Falls National Historical Park will be key to altering the perception of the City in a favorable way. Visitors from around the Country will be coming to Paterson to view the Great Falls, and this presents an ideal opportunity for the City to display both its industrial history and its budding future. Encouraging active uses around the Park such as shops, restaurants, cafes, and other cultural venues will be important to facilitating the National Park and having the City put its best image on full display.

LAND USE STRATEGIES

The recommended revisions to the City's zoning and land development ordinance and zoning map are legislative solutions to help prepare the City for new development and remove any unnecessary regulatory barriers to the implementation of the Plan. These also address design standards for new construction and rehabilitation. They require the action of the City Council to adopt revisions as recommended.

Strengthening code enforcement is another simple step that can have a tremendous impact on the City. Targeted enforcement of existing building codes and property maintenance codes will help solve several issues, including the general physical appearance of the City. This puts the

onus of property maintenance on the property owners themselves.

In addition to and related to code enforcement, is the implementation of Crime Prevention Through Environmental Design (CPTED) principles into all aspects of land use and development in the City. CPTED principles should be adopted as design guidelines that should be taken into consideration on all applications for development in the City, as well as any construction project or rehabilitation project.

Another priority for the City is to address the vacant and abandoned properties in the City. The current list of nearly 1,000 vacant or abandoned properties is a huge liability at the moment that can be converted into a great asset. With little undeveloped or available land in the City, these parcels if acquired will provide the necessary grounds for many improvements to the City. Infill housing, parks, and other community facilities can all potentially be located on properties that are currently vacant or abandoned. These properties if acquired can also be used in potential land swap deals to acquire other key properties if necessary.

TARGET OPPORTUNITY SITES FOR DEVELOPMENT

There are many sites identified in the Land Use Element and Economic Development Element as opportunity sites for strategic development. These particular sites were singled out either for their size, their location, underutilization, or their historic significance. Development on these sites has the potential to serve as a catalyst for further development and investment in the City, and as symbols of the Paterson's revitalization. These are prominent sites where bold development will have the most visibility and greatest impact on the perception of the City by both City residents and outsiders alike.

These sites should be targeted for development through designation as areas in need of redevelopment or rehabilitation where applicable, or through attracting private development through various financial incentives. The City should put out a Request for Proposals (RFP) and Request for Qualifications (RFQ) to gauge the interest of potential developers in working with the City on each potential site.

HOUSING STRATEGIES

The City must work to ensure that the supply of both market rate and affordable housing is increased in the City. Particular focus should be placed on converting available vacant properties into housing that is context sensitive to its neighborhood, and to using vacant buildings, such as the historic mill structures as new loft housing. Regulatory barriers that impede the construction of new housing will also have to be reviewed.

ECONOMIC DEVELOPMENT STRATEGIES

The City must capitalize on the potential of the Paterson Great Falls National Historical Park as it will bring in historic tourism to the City, and present a chance for the City to present itself to the outside world in a new light. Active uses such as restaurants, cafes, retail stores, and cultural facilities should be present to create a sense of life on the streets surrounding the park. This active street life must also coincide with the historical context of the Great Falls District.

The City should also work to transform Downtown into the regional center for business, culture, and nightlife. This can be achieved through cleaning up the areas around the downtown, and by attracting better quality restaurants and cultural attractions to the downtown, in particular along Main Street, Market Street, or near the Ward Street Train Station. Making use of the vacant

spaces in the upper floors of existing downtown structures will also provide a source of activity in the area.

Outside of Downtown, businesses in commercial corridors should be encouraged to organize and collectively pool their resources in order to make improvements to their areas. New Special Improvement Districts (SID's) can help transform the City's commercial districts into more attractive main streets for their respective neighborhoods.

The City must also provide support to their largest generators of economic activity, namely St. Joseph's Regional Medical Center, and Passaic County Community College, and work with these institutions to develop new businesses and support systems in the City.

COMMUNITY FACILITIES STRATEGIES

The restoration and reuse of historic facilities such as Hinchliffe Stadium and the Paterson Armory as community recreation facilities should be a high priority for the City. These sites are highly visible opportunity sites, and their productive reuse can help achieve many different goals by providing new potential areas for outdoor recreation, as well as preserving historically significant properties. Relocating HARP Academy to a location more suitable to a health science high school, near St. Joseph's hospital should also be a high priority.

CIRCULATION STRATEGIES

Adopting a "Complete Streets" policy and viewing all future transportation projects through a complete streets mindset is the highest priority of the Circulation Element. Including all potential users on public streets will help to ensure transportation needs are met equitably and efficiently, while also promoting healthy alternative modes of transportation such as walking and bicycling.

In addition to complete streets, the City should implement the recommendations made in the 2010 City-Wide Transportation Needs Assessment. This study was a comprehensive evaluation of the City's transportation needs, and made recommendations to improve the overall circulation in Paterson.

HISTORIC PRESERVATION STRATEGIES

The Great Falls Historic District should be revitalized and care should be taken to ensure that new development in the area around the National Park is sensitive to the historic context of the neighborhood. The experience of visiting the Paterson Great Falls National Historical Park should include the entire Great Falls district and its industrial history as an integral part of the Park area. This will include renovations and restoration of historic properties in and around the Park such as the Colt Gun Mill, and the raceways.

To help with the restoration of historic properties, and the implementation of the National Park plans, the City's Historic Preservation Commission will need support. The City should review and adopt a proposed new historic preservation ordinance which will clarify the role of the HPC and provide a clear path for designation and review of historic properties in the City.

OPEN SPACE & RECREATION STRATEGIES

Establishing new parks and recreation areas is vital to the City's overall development, and ensuring that all neighborhoods in the City have access to quality park space within a reasonable distance. Developing a greenbelt along the Passaic River that connects to other park spaces in the City will help transform the City's parks and open spaces into a system of connected parks and public recreation spaces.

URBAN DESIGN STRATEGIES

With the City's street network and building stock mostly developed already, urban design improvements will have to be made through enhancements to existing areas. Streetscape and aesthetic improvements in commercial corridors, through code enforcement of maintenance and signage standards can help make the City's neighborhood commercial corridors more attractive, and viable.

To improve the image of the City from the perspective of outsiders, the City should enhance the primary gateways into the City with streetscape improvements such as new landscaping and signage. Each gateway to the City should be a "green gateway", making the City more attractive and displaying the City's commitment to environmental sustainability.

UTILITIES STRATEGIES

Addressing the City's combined sewer system (CSS) and its overflows is an ongoing and long term issue which will help to prepare the City physically for any growth. The combined sewer system currently is an impediment to economic growth, as it limits the capacity of the City's infrastructure. The city's sewers will need to be separated where feasible, and overflow retention facilities will need to be constructed.

SUSTAINABILITY STRATEGIES

Green stormwater management infrastructure should be encouraged, and implemented on City streets where feasible. Using natural processes to filter and absorb stormwater runoff through additional plantings has the benefit of reducing environmental impacts on the storm sewer system, as well as greening the City with additional trees, flowers, and landscaping. The City should provide incentives for the installation of green building technologies and stormwater management practices.

Implementation Partners/Agencies responsible for implementing the Plan

Alternative modes of transportation should be encouraged. Through the implementation of complete streets as noted above, walking and biking can become more viable modes of regular transportation for City residents. Better use of the City's extensive public transportation network provided by NJ Transit would also help to make the City more sustainable, environmentally, socially, and economically.

Implementation of the Plan will require the coordination and cooperation of many different departments and agencies within the City, as well as the private and non-profit sector that is active in the City. County, State, and Federal agencies will also need to be included on projects. The City will need to partner with many of the following agencies and departments, and organizations for their assistance with putting the plan into action:

CITY OF PATERSON

- City Council
- Planning Board
- Zoning Board of Adjustment
- Historic Preservation Commission
- Environmental Commission
- Alcohol Beverage Control Board
- Rent Leveling Board
- City Tax Assessor
- Department of Community Development
 - Division of Community Improvements
 - Division of Cultural and Community Affairs
 - Division of Economic Development
 - Division of Historic Preservation
 - Division of Housing
 - Division of Planning & Zoning
 - Division of Redevelopment
- Department of Public Works
 - Division of Engineering
 - Division of Traffic & Lighting
- Sewer Division
- Division of Recycling
- Division of Recreation
- Police Department
- Paterson Free Public Library
- Parking Authority
- Housing Authority
- Municipal Utilities Authority
- Paterson Public Schools/Board of Education
- Paterson Restoration Corporation
- Urban Enterprise Zone (UEZ)
- Special Improvement Districts
- Non-Profit and Faith-based organizations
- Private development community

PASSAIC COUNTY

- Board of Chosen Freeholders
- Department of Engineering (PCDOE)
- Department of Housing (PCDOH)
- Department of Parks & Recreation (PCDPR)
- Department of Planning & Economic Development (PCDPED)
- Passaic County Improvement Authority (PCIA)
- Passaic County Community College (PCCC)
- Passaic County Workforce Investment Board(PCWIB)
- Passaic County Sheriff's Office

- Regional Agencies
- Passaic Valley Water Commission (PVWC)
- Passaic Valley Sewerage Commission (PVSC)
- Paterson Small Business Development Center (PSBDC)

STATE OF NEW JERSEY

- Department of Transportation (NJDOT)
- Department of Community Affairs (NJDOCA)
- Department of Education (NJDOE)
- Department of Environmental Protection (NJDEP)
- Department of Labor and Workforce Development (NJDOL)
- Economic Development Authority (NJEDA)
- Environmental Infrastructure Trust (NJEIT)
- Garden State Preservation Trust (GSPT)
- Housing and Mortgage Finance Agency (HMFA)
- Redevelopment Authority (NJRA)
- New Jersey Transit (NJT)
- New Jersey Business Incubation Network (NJBIN)

Timeframe

The implementation of each particular recommendation in this Plan will not be done at once. Some recommendations may be put into action immediately, while others may be a decade long process. Other recommendations are not singular actions, but require continuous action. It is also important to note that these are not necessarily a designation of priority for the City. Long term does not mean that this strategy is not as important, only that it is anticipated that implementation will take longer. Each recommendation is listed as being one of the following timeframe categories:

- Immediate (less than 1 year)
- Short (within 1-2 years)
- Mid (2-5 years)
- Long (5-10+ years)
- Ongoing (continuous)

Potential Sources of Funding

One of the most important aspects of implementing any plan, or taking action on any recommendation, is where the funding for a project will come from. Some things, such as adoption of a new policy may not require any funding at all, while others, such as acquiring land for new parks or other community improvements, will require significant financing. Funding can come from a number of sources, both private and public, however for most large capital projects in Paterson, the most likely sources of funding will be Federal or State grants or loan programs.

It should be taken into consideration that although the City may qualify for grants, loans, or any other type of financial assistance from a public or private program, that is not a guarantee that funds will be distributed to the City, or that these programs will be available in the distant future. Other towns and cities may be competing for the use of the same limited pool of resources. With that in mind it is important to have some degree of flexibility in the financing of any community improvement.

The following is a listing of the most relevant current potential sources of funding for community improvements along with a brief description of those programs. The City already participates in many of these programs. This list is not intended to be exhaustive. There are numerous other sources of funding available and new options may become available in the future that should be considered.

FEDERAL

- Federal Historic Preservation Tax Credit – A tax credit of up to 20% is available for the rehabilitation of historic buildings that are listed on the National Register of Historic Places. Tax credits are also available for historic preservation easements as well.
- Community Development Block Grants (CBDG) – Community Development Block Grants are a department of Housing and Urban Development (HUD) program that provides a range of housing and community development activities, but must meet one of the program's objectives of benefiting low and moderate income families, preventing or eliminating blight, or addressing emergency needs.
- HOPE VI Revitalization Grants – HOPE VI is a HUD funded grant that can be used to rehabilitate or transform distressed public housing developments. Funds are given to projects that will help to enable self-sufficiency in public housing residents and de-concentrate urban poverty. The new mixed income housing project at the former Alexander Hamilton Homes site was funded through a HOPE VI grant.
- Section 8 Voucher Program – Another HUD program that is administered through the Paterson Housing Authority, Section 8 vouchers provide subsidies for low income families to be used for direct housing rental assistance.
- Home Investments Partnership Program (HOME) – The HOME program provides grants to communities specifically for the development of affordable housing for low income households. HOME funds are awarded annually as grants to participating municipalities, in the form of trust funds.
- US EPA Brownfields grants – The Environmental Protection Agency provides several grant and revolving fund loan programs to aid in the assessment and clean-up of brownfield sites.

STATE

- NJEDA Economic Redevelopment and Growth Grant (ERG) – The ERG program provides financial assistance to help with gap financing for development projects which have secured traditional debt and equity financing, but fall short of total development costs, creating a small financing gap. Tax credits or grant reimbursements are available for up to 20% of total development costs for approved projects. Projects in Paterson may qualify for additional funding, up to 40% due to the City being identified as a distressed municipality in a growth zone.
- NJEDA Grow NJ program – This program, which provides financial incentives for companies to relocate and expand in New Jersey. The City of Paterson is a 'qualified incentive area' and therefore is able to receive companies using the funds from this program. The program provides both grants and insurance tax credits for creating or retaining jobs.
- NJEDA Fund for Community Economic Development – This program provides loans to other institutions to fund small business loans and economic development initiatives in urban communities such as Paterson. Direct loans for finance gaps in development projects are also available through this program.
- NJEDA Angel Investor Program – The Angel Investor Program provides tax credits of up to 10% of a qualified investment up to \$500,000 for investments in technology businesses that employ less than 225 persons.
- NJEDA Brownfields and Contaminated Site Remediation Program – The NJEDA Brownfields program provides funding for brownfields remediation through new sales taxes that are derived from new businesses located on a former brownfield site. Developers can qualify for up to be

reimbursed for up to 75% of the costs of remediation efforts of the site.

- NJHT Capital Preservation Grants – The New Jersey Historic Trust Capital Preservation program provides grants for preservation, restoration, or repair of historically designated properties owned by organizations that have a mission related to history or the humanities.
- Garden State Historic Preservation Trust Fund (GSHPT) – This program through the New Jersey Historic Trust provides matching grants for historic or cultural preservation planning and capital projects that are intended to repair, restore, or rehabilitate historic properties.
- NJDEP Green Acres – The Green Acres program uses State funds to provide matching grants to non-profit organizations, and grants and loans to municipalities to fund the acquisition of property to be used as outdoor recreation parks or conserved open space. This includes athletic fields, running trails, and playgrounds.
- NJDEP Blue Acres – The Blue Acres program is a subsection of the Green Acres program that specifically targets lands that are located in the floodways of the Delaware, Passaic, or Raritan Rivers. Properties that are prone to damage by flooding are eligible for acquisition through the Blue Acres program.
- New Jersey Environmental Infrastructure Financing Program – NJEIT provides a variety of financing and loan options for many different environmental infrastructure projects, such as stormwater management, combined sewer remediation, wastewater treatment, brownfields remediation, and projects to address clean drinking water standards.
- NJDOT Bikeways – The NJ Department of Transportation provides grants to counties and municipalities to create new bicycle infrastructure to

promote bicycling as a viable form of transportation. Bicycle paths and dedicated bicycle lane projects are given priority funding.

- NJDOT Safe Streets to Transit (SSTT) – This is a project by the NJDOT to assist municipalities in increasing accessibility of public transportation services. Grants may be provided for projects such as intersection safety improvements, new sidewalks, traffic control devices, and pedestrian signals that are within 1 mile of a mass transit stop.
- NJDOT Transit Village – NJDOT along with NJ Transit jointly fund the Transit Village Initiative, which provides tax incentives for revitalization and redevelopment of areas within walking distance of a transit station using transit oriented development (TOD) principles. Municipalities must be officially designated as Transit Villages in order to receive priority funding, grants, or technical assistance from the State. While the City of Paterson is not currently designated as a Transit Village by the Transit Village Taskforce, the City is eligible for designation and this Plan recommends pursuing designation.
- NJDOT Local Bridges Future Needs – This program provides state funding to help improve bridge structures that are under County jurisdiction. Funds can be used for rehabilitation, preventative maintenance, or replacement of structurally deficient or functionally obsolete bridges.
- NJHMFA Live Where You Work – This is a program that provides assistance to first time home buyers and others in eligible urban target areas who wish to purchase a home and live in the town where they work.

COUNTY

- Open Space and Farmland Preservation Trust Fund (OSFPT) – The County’s OSFPT provides funds to municipalities or non-profit conservation agencies to acquire or preserve land or water areas that have a natural, scenic, or open condition. Lands acquired or preserved can be used for recreation purposes, or as preserved natural environments. Funds for the OSFPT come from an additional property tax that is levied against all properties in the County to provide a general fund.
- Passaic County Improvement Authority (PCIA) Financing Programs – PCIA provides redevelopment bonds for projects, and financing options for many of the tax credit programs offered by the State. PCIA also offers municipal and non-profit financing programs for capital projects and other improvements, including schools.

LOCAL

Outside of the programs listed above from Federal, State, and County funds, the City has its own potential sources of revenue that it can use to leverage capital projects and other community improvements.

- Property taxes
- Service charges and fees
- Municipal bonds
- Special Improvement Districts revenues
- Urban Enterprise Zone funds
- Paterson Restoration Corporation revolving loan programs
- Parking revenues

In addition to seeking potential sources of funding, on the other end of the financial spectrum, rather than directly spending funds, the City can provide financial incentives to the private market to encourage development and improvements that may not otherwise be feasible. Some types of financial incentives include:

- Payment In Lieu of Taxes (PILOT)/Tax credits or abatement
- Preservation/Conservation Easements
- Land Swap/Deed Swap
- Municipally owned properties
- Properties with tax liens

Land Use Plan Recommendations

Recommendations for the Paterson Great Falls National Historical Park

No.	Recommended Action Strategy	Agency/Partners	Time Range
1a	Coordinate land uses with the Paterson Great Falls National Historical Park	City Council, Planning & Zoning, Economic Development, Historic Preservation, Parking Authority, National Park Service	Short
1b	Facilitate connections to the Park from other prominent sites in the City	Planning & Zoning,	Short
1c	Provide shuttle service between to park and other destinations from transportation centers and parking areas	Parking Authority	Short
1d	Provide adequate parking for visitors to the National Park	Parking Authority, Planning & Zoning	Short

General Recommendations

No.	Recommended Action Strategy	Agency/Partners	Time Range
2	Strengthen code enforcement efforts	Community Improvements, Planning & Zoning, Planning Board	Ongoing
3	Incorporate defensible space through Crime Prevention Through Environmental Design standards into ordinances and plans	Planning Board, Zoning Board, Community Development, Housing Authority, Parking Authority, Police	Ongoing
4	Address vacant and abandoned properties	City Council, Community Development, Housing, Planning & Zoning, Economic Development, Community Improvements,	Ongoing
5	Apply for “Special Area Standards” exception status from RSIS	Community Development	Immediate
6	Encourage the formation of new Special Improvement Districts	UEZ, City Council, Economic Development	Short
7	Address barriers to the use of vacant space in upper floors of downtown buildings through cross access easements and financial incentives	City Council, Economic Development, UEZ, Special Improvement Districts, Tax Assessor	Ongoing
8	Encourage nightlife and cultural uses in the downtown commercial district	Planning Board, Planning & Zoning, Economic Development, UEZ, Special Improvement Districts, Cultural & Community Affairs	Ongoing
9	Seek Transit Village Designation Status	Community Development	Immediate
10	Draft and adopt a comprehensive urban agriculture ordinance	City Council, Planning & Zoning,	Immediate

Recommendations for Existing Plans

No.	Recommended Action Strategy	Agency/Partners	Time Range
11a	Implement recommendations from First Ward Redevelopment Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11b	Implement recommendations from Fourth Ward Redevelopment Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11c	Implement recommendations from Fifth Ward Redevelopment Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11d	Implement recommendations from Area 11 Rehabilitation Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11e	Implement recommendations from Greater Spruce Street Neighborhood Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11f	Implement recommendations from Ward Street TOD Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11g	Implement recommendations from Northside Neighborhood Plan	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long
11h	Implement recommendations from Madison Avenue Commuter Rail Corridor Study	Community Development, Redevelopment, Planning & Zoning, Economic Development	Long

Zoning Code and Land Development Ordinance Revisions

No.	Recommended Action Strategy	Agency/Partners	Time Range
12	Permit Hotels, B&B, R&D labs, and Health Clinics in the GFHD zone	City Council, Planning & Zoning, Planning Board	Immediate
13	Remove high rises as a permitted use in the GFHD zone	City Council, Planning & Zoning, Planning Board	Immediate
14	Permit neighborhood retail in the R-3 district as a conditional use	City Council, Planning & Zoning, Planning Board	Immediate
15	Remove Single Family and Two Family detached dwellings as principal permitted uses in the B-1 and B-2 zones	City Council, Planning & Zoning, Planning Board	Immediate
16	Permit Two Family dwellings in the R-2 zone to have a maximum height of 3 stories	City Council, Planning & Zoning, Planning Board	Immediate
17	Permit mixed use of commercial/residential uses in the B-4 zone	City Council, Planning & Zoning, Planning Board	Immediate
18	Permit low rise housing as a principal use in the B-4 zone	City Council, Planning & Zoning, Planning Board	Immediate
19	Review parking standards for downtown areas.	City Council, Planning & Zoning, Parking Authority	
20	Create new use category of “auto dismantling” permitted conditionally in the I-1 zone	City Council, Planning & Zoning, Planning Board	Immediate
21	Permit overnight taxi parking in the I-1 and MU zones	City Council, Planning & Zoning, Planning Board	Immediate
22	Permit adult medical daycare facilities as conditional uses in the R-3 and R-4 zones	City Council, Planning & Zoning, Planning Board	Immediate
23	Remove footnote 11 from the Schedule of bulk and dimensional requirements regarding FAR	City Council, Planning & Zoning, Planning Board	Immediate
24	Permit storage containers to be located in the Industrial and MU zones	City Council, Planning & Zoning, Planning Board	Immediate
25	Permit temporary portable storage containers under appropriate conditions	City Council, Planning & Zoning, Planning Board	Immediate

Redevelopment/Rehabilitation Plan Revisions

No.	Recommended Action Strategy	Agency/Partners	Time Range
26	Permit Multi-Family Housing in the STF-2 district of the Fourth Ward Redevelopment Plan	City Council, Planning & Zoning, Planning Board, Redevelopment	Immediate
27	Place Eastside High, Danforth Memorial Library, and The Armory within the Public Overlay zone of the Fifth Ward Redevelopment Plan	City Council, Planning & Zoning, Planning Board, Redevelopment	Immediate

Zoning Designation Changes/Rezoning of Parcels

No.	Recommended Action Strategy	Agency/Partners	Time Range
28	Consider revisions to the H-1 zone, or rezoning the area to B-2 and R-2	City Council, Planning Board, Planning & Zoning	Immediate
29	Rezone the 21st Avenue frontages of Blocks 8908, 8909, 8910, and 8911 from R-2 to B-1	City Council, Planning Board, Planning & Zoning	Immediate
30	Extend the B-2 zone on Union Avenue by one block west	City Council, Planning Board, Planning & Zoning	
31	Rezone Block 7005 to the I-T zone	City Council, Planning Board, Planning & Zoning	Immediate

Zoning Map/Ordinance Clarifications

No.	Recommended Action Strategy	Agency/Partners	Time Range
32	Place the Zoning Map and Land Development Ordinance online for public viewing	Planning & Zoning	Immediate
33	Review Land Development Ordinance for consistency with recent MLUL updates	Planning & Zoning	Ongoing
34	Remove references to zoning designations that no longer exist	Planning & Zoning	Immediate
35	Remove references to expired redevelopment areas	Planning & Zoning	Immediate
36	Display all redevelopment/rehabilitation areas in a consistent graphic manner	Planning & Zoning	Immediate

Targeted Opportunity Sites for Strategic Development			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Revitalize Hinchliffe Stadium as an athletic field	Board of Ed (owner), City Council, Economic Development, Planning & Zoning, Redevelopment, Historic Preservation	Mid
2	Revitalize and reuse Paterson Armory as a community recreation center	City Council, Planning & Zoning, Economic Development, Redevelopment,	Mid
3	Redevelop Alfano Island as open space	Planning & Zoning, Redevelopment, Private Development	Long
4	Reuse NJ Transit Bus Barn as a specialty market	NJ Transit, Planning & Zoning, Redevelopment, Private Development	Long
5	Redevelop Former “Vistas” site	Planning & Zoning, Redevelopment, Private Development	Mid
6	Redevelop Continental Can as a mixed use facility	Planning & Zoning, Redevelopment, Private Development	Long
7	Redevelop Getty Avenue/Madison Avenue “Tucker Site” as a mixed use facility	Planning & Zoning, Redevelopment, Private Development	Long
8	Redevelop former Leader Dye Mill with residences and retail	Planning & Zoning, Redevelopment, Private Development	Mid
9	Continue development on Alexander Hamilton Housing site	Housing Authority, Housing	Short
10	Develop Ward Street TOD Plan sites	Parking Authority, Planning & Zoning, Redevelopment, Private Development	Long
11	Develop Madison Avenue Commuter Rail Corridor sites	Parking Authority, Planning & Zoning, Redevelopment, Private Development	Long
12	Develop Greater Spruce Street Neighborhood Plan sites	Planning & Zoning, Redevelopment, Private Development	Long
13	Encourage development of Area 11 /St. Joseph’s Regional Medical Center	Planning & Zoning, Redevelopment, Private Development	Long
14	Restore and Reuse Historic Mill Buildings	Historic Preservation, Planning & Zoning, Redevelopment, Private Development	Mid
15	Utilize Vacant/Abandoned Properties List as opportunity sites for housing, or parks	Planning & Zoning, Redevelopment, Private Development, Non-Profit Community	Ongoing
16	Target residential neighborhoods for infill	Planning & Zoning, Redevelopment, Private Development, Non-Profit Community	Ongoing

Housing Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Adopt revisions to land development ordinance and redevelopment plans	City Council	Immediate
2	Implement CPTED standards	Planning Board, Zoning Board, Community Development, Housing Authority, Parking Authority, Police	Ongoing
3	Address vacant and abandoned properties and use as potential housing sites	Planning & Zoning, Economic Development, Redevelopment, Housing,	Ongoing
4	Provide assistance to first time home buyers	Housing, Housing Authority, NJHMFA, NJDCA	Ongoing
5	Upgrade and preserve affordable housing stock	Housing Authority, Housing, NJDCA	Ongoing
6	Support the Paterson Housing Authority in securing funding for housing projects	City Council, Community Development, Housing Authority	Ongoing
7	Match housing need with available resources	Housing Authority, Community Development, NJHMFA, NJDCA	Ongoing
8	Increase the supply of affordable housing	Housing Authority, Redevelopment, County, HUD, NJHMFA	Ongoing
9	Encourage inclusionary affordable housing construction	City Council, Housing, Planning & Zoning, Redevelopment	Ongoing
10	Increase the supply of market rate housing	Housing, Planning & Zoning, City Council,	Ongoing
	Consider allowing the development of non-traditional housing, such as micro-units		
11a	Utilize existing spaces in upper floors of downtown for housing rehab	Economic Development, Planning & Zoning	Mid
11b	Develop vacant properties with housing	Housing, Planning & Zoning, Redevelopment,	Long
11c	Acquire properties in redevelopment areas for housing development	City Council, Economic Development, Planning & Zoning, Redevelopment, Housing	Long
11d	Rehabilitate historic mill structures as loft housing developments	Housing, Historic Preservation, Redevelopment, Planning & Zoning	Mid
12	Reduce barriers to the production of housing	City Council, Economic Development, Planning & Zoning	Short

Economic Development Plan Recommendations

No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Enhance the experience of visiting the Paterson Great Falls National Historical Park by connecting the Park to the history and culture of the City	Cultural and Community Affairs, Historic Preservation, Planning & Zoning	Short
2	Enhance the image of Paterson as an attractive place to live	Economic Development, Planning & Zoning, Housing, Recreation, UEZ, Restoration Corporation, SID's	Ongoing
3	Enhance neighborhood commercial districts and establish Special Improvement Districts	Economic Development, UEZ, SID's, PC Improvement Authority	Short
4	Establish downtown as a regional center for commerce, government services, cultural attractions, and nightlife	City Council, Economic Development, Planning & Zoning, Police, Historic Preservation, Cultural & Community Affairs	Ongoing
5	Provide convenient and accessible parking for downtown uses	Parking Authority, UEZ, SID, Planning & Zoning	Ongoing
6	Provide incentives to utilize vacant space in downtown buildings	City Council, Economic Development, Planning & Zoning	Immediate
7	Attract specialty grocery stores and improve existing supermarkets	Economic Development, Redevelopment, UEZ, SID's	Short
8	Enhance the role of St. Joseph's Regional Medical Center as an economic engine in the City	Economic Development, Planning & Zoning	Ongoing
9	Identify buildings and properties that can be offered to businesses interested in locating in Paterson	Economic Development, Redevelopment	Ongoing
10	Establish small business incubators for high tech, food industry, or green industry start-ups	Economic Development, County, Paterson SBDC, Restoration Corporation, PCCC, NJBIN	Short
11	Market Paterson as an ideal location for targeted industries	Economic Development, Restoration Corporation	Ongoing
12	Provide proper skills training for jobs in targeted industries	PCCC, Economic Development, PCWIB	Ongoing
13	Capitalize on growth of Passaic County Community College	PCCC, Economic Development, Restoration Corporation, UEZ	Ongoing
14	Enhance the Farmers Market as a regional destination	Farmers Market, Economic Development, Restoration Corporation, UEZ	Ongoing
15	Promote urban agriculture as a means for community building	Economic Development, Recreation, Non-Profit Community	Ongoing
16	Make productive use of vacant and abandoned properties	Economic Development, Planning & Zoning, Housing, Recreation, Redevelopment	Ongoing
17	Remediate brownfields sites and redevelop contaminated properties	PCIA, Economic Development, NJDEP, Planning & Zoning, Paterson Economic Revitalization Committee (PERC)	Long
18	Increase resiliency to natural disasters	Planning & Zoning, NJDEP, FEMA, Economic Development	Long

Community Facilities Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Restore Hinchliffe Stadium as an athletic facility	Board of Ed (owner), City Council, Economic Development, Planning & Zoning, Redevelopment, Historic Preservation, Recreation	Mid
2	Revitalize Paterson Armory	City Council, Planning & Zoning, Economic Development, Redevelopment, Historic Preservation, Recreation	Mid
3	Relocate the First Ward Branch Library	Library, Community Development	Mid
4	Consider new Eastern Branch Library	Library, Community Development	Short
5	Provide community resource centers within libraries and schools	Library, Public Schools, Community Development	Short
6	Address Inadequate School Facilities	Public Schools, Community Development, NJDOE	Mid
7	Find permanent location for HARP Academy near St. Joseph's Hospital	Public Schools, Community Development, NJDOE	Short
8	Partner with non-profit agencies to develop senior and youth community centers	Community Development, Non-Profit Community	Short
9	Maintain existing facilities	Library, Public Works, Public Schools, Board of Education, NJDOE	Ongoing
10	Ensure flexibility in facility use and design	Library, Public Works, Public Schools, Board of Education, NJDOE	Ongoing
11	Ensure municipal properties are put to maximum use for the community	Library, Public Works, Public Schools, Board of Education, NJDOE, Community Development	Ongoing
12	Support St. Joseph's Hospital in any expansion or renovation plans	City Council, St. Joseph's, Community Development	Ongoing
13	Support Passaic County Community College in any expansion or renovation plans	PCCC, City Council, Community Development	Ongoing
14	Consider establishing neighborhood police precincts	City Council, Police	Short

Circulation Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Adopt a Complete Streets Policy	City Council, Planning & Zoning,	Immediate
2	Prioritize and cost estimate the 2010 Citywide Transportation Needs Assessment Recommendations	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Long
3a	Evaluate key intersections for installation of left turn lanes	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Mid
3b	Improve wayfinding signage in the City	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Short
3c	Restore striping of pavement markings and parking areas	Engineering, Traffic & Lighting, Planning & Zoning	Short
3d	Upgrade bridge crossings in the City	County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Long
4a	Implement County bicycle improvements	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Short
4b	Develop a sidewalk repair program	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Ongoing
4c	Provide ADA crosswalks and curb ramps at intersections	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Short
4d	Consider installing curb extensions or safety bollards at intersections and crosswalks	City Council, County (DOE, DPED), Engineering, Traffic & Lighting, Planning & Zoning	Mid
4e	Prepare a bicycle map of the City	Planning & Zoning, County	Short
4f	Implement Complete Streets	County (DOE, DPED) Engineering, Planning & Zoning	Mid
4g	Install shared lane markings on bicycle priority corridors	County (DOE, DPED) Engineering, Traffic & Lighting	Short
4h	Provide bicycle parking at major destinations in the City	Planning & Zoning, Parking Authority	Short
5	Participate in the NJDOT's Safe Routes to School Program	Planning & Zoning, Traffic & Lighting, Engineering	Immediate
6	Develop a Comprehensive Downtown Parking Management Plan	Parking Authority, Planning & Zoning	Short
7	Provide shuttle service to the Great Falls from transportation and parking facilities	Parking Authority	Short

8	Upgrade bus stops and shelters	NJ Transit, Planning & Zoning, Community Improvements	Short
9	Regulate jitney and shuttle bus services	City Council, Police	Immediate
10a	Advocate for direct train access to Manhattan	City Council, County, Community Development, NJ Transit	Ongoing/ Long
10b	Advocate for implementation of Passaic Bergen Commuter Rail Restoration Project	City Council, County, Community Development, NJ Transit	Ongoing/ Long
10c	Advocate for new train stop/station in South Paterson	City Council, County, Community Development, NJ Transit	Ongoing/ Long
10d	Extend hours of Ward Street parking garage to meet the needs of commuters	Parking Authority, NJ Transit	Immediate
10e	Provide additional security at Ward Street Station	NJ Transit, Police,	Immediate
10f	Adopt competitive monthly parking rates for park and ride	Parking Authority, Economic Development	Immediate
10g	Implement TOD proposals	Economic Development, Planning & Zoning, Redevelopment, NJ Transit, Parking Authority, Private Development	Long
11	Extend North Bridge Street	City Council, Engineering, Recreation, Planning & Zoning,	Long
12	Widen Railroad Avenue from Grand Street to 21st Avenue	City Council, Engineering, Planning & Zoning	Mid
13	Conduct reconfiguration study of Ryle Road area	Engineering, Planning & Zoning,	Immediate
14	Consider an additional at grade crossing near Buffalo Ave to connect the Railway Ave's	Engineering, Planning & Zoning	Medium
14	Prepare interim parking plan for Paterson Great Falls National Historical Park	Parking Authority, Planning & Zoning	Immediate
15	Consider widening McBride Avenue	Engineering, Planning & Zoning	Short
16	Consider an additional bridge crossing the Passaic River	Engineering, Planning & Zoning	Short
17	Lobby for bottlenecking improvements to Interstate 80	City, County DOE, Engineering, Traffic & Lighting, Planning & Zoning , NJDOT	Ongoing
18	Prepare an interim parking plan for the Paterson Great Falls National Historical Park	Planning & Zoning, Parking Authority	Immediate
19	Prepare City-Wide Infrastructure Improvement Plan	Engineering, Public Works, Planning & Zoning	Short
20	Prepare current infrastructure maps	Engineering,	Short
21	Study and prioritize traffic signal improvements	County DOE, Traffic & Lighting, Engineering	Short
22	Transfer maintenance responsibility of traffic signals on County roads	County DOE, Traffic & Lighting	Short
23	Consider additional traffic signals at congested intersections	Engineering, County DOE	Short
24	Coordinate freight transportation with County	Planning & Zoning, Traffic & Lighting, County DOE	Ongoing

Historic Preservation Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Work with NPS to develop the Great Falls National Park	NPS, City Council, Historic Preservation, Planning & Zoning	Ongoing
2	Review and adopt revised Historic Preservation Ordinance	City Council, Historic Preservation, Planning & Zoning	Immediate
3	Support NPS in implementation of National Historical Park General Management Plan	City Council, Historic Preservation, Economic Development, Planning & Zoning	Immediate
4	Review and act on recommendations by HPC for designation of historic landmarks	City Council, Planning Board	Ongoing
5	Restore historic raceways to functionality	Historic Preservation, Economic Development, NJHT	Mid
6	Restore Colt Gun Mill/ATP site as grounds for interpretive arts	Historic Preservation, Economic Development, NJHT	Mid
7	Utilize Rogers Locomotive building for park offices and administrative functions	NPS, Historic Preservation, Economic Development, NJHT	Short
8	Support efforts to erect monument to Underground Railroad at Huntoon's Corner	Historic Preservation, Planning & Zoning	Short
9	Coordinate Zoning and Land Development to protect the Great Falls District	Planning Board, Zoning Board, Planning & Zoning, Historic Preservation	Ongoing
10	Coordinate Land Development Ordinance with Historic Preservation Ordinance to ensure consistency in municipal ordinances	City Council, Planning & Zoning, Historic Preservation	Immediate
11	Establish design guidelines for Downtown Commercial Historic District	Planning & Zoning, Historic Preservation	Short
12	Strengthen Code Enforcement on historic properties	Community Improvements	Ongoing
13	Complete an inventory of historic resources in the City	Historic Preservation	Short
14	Support the Historic Preservation Commission	City Council, Community Development,	Immediate
15	Encourage adaptive reuse of historic structures	Historic Preservation, Planning & Zoning, Economic Development, Redevelopment, NJHT	Ongoing
16	Reuse the Barbour Estate as a banquet and catering hall	Economic Development, Historic Preservation	Short
17	Integrate the arts with historic preservation	Historic Preservation, Economic Development	Ongoing
18	Require that archaeological resources be considered	Planning & Zoning, Historic Preservation	Ongoing

Open Space and Recreation Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Support NPS in implementing Paterson Great Falls National Historical Park and General Management Plan	NPS, City Council, Historic Preservation, Planning & Zoning, Recreation	Immediate
2	Incorporate elements of the State Park Master Plan	Planning & Zoning, Economic Development, Recreation, Historic Preservation	Medium
3	Maintain and upgrade existing park and recreation facilities	Recreation	Ongoing
4	Provide enhanced security at park facilities to increase public safety	Recreation, Police	Immediate
5	Provide flexibility in recreation resources to maximize utility	Recreation, Community Development, Public Schools	Ongoing
6a	Identify locations for new park spaces	Planning & Zoning, Redevelopment, Economic Development, Recreation, County DPR	Long
6b	Establish new parks as the center of neighborhoods	Planning & Zoning, Redevelopment, Economic Development, Recreation, County DPR	Long
6c	Use properties on Vacant/Abandoned List to target for new park space	Planning & Zoning, Redevelopment, Economic Development, Recreation	Mid
6d	Coordinate with schools to use school grounds as public spaces	Public Schools, Planning & Zoning, Redevelopment, Economic Development, Recreation	Short
6e	Target Alfano Island as a potential recreation space	Planning & Zoning, Redevelopment, Economic Development, Recreation,	Long
6f	Target flood prone properties east of E.Main Street in the Riverview neighborhood for acquisition and conversion to open space	City Council, Planning & Zoning, Redevelopment, Economic Development, Recreation	Long
6g	Revitalize Hinchliffe Stadium as a community recreation facility	Board of Education, City Council, Planning & Zoning, Economic Development, Redevelopment, Historic Preservation, Recreation	Mid
6h	Revitalize the Armory as a community recreation facility	City Council, Planning & Zoning, Economic Development, Redevelopment, Historic Preservation, Recreation	Mid
6i	Consider adding a community pool to Eastside Park	Recreation	Long
6j	Encourage community gardens as recreation facilities	Planning & Zoning, Recreation	Immediate
6k	Consider adding a dog park		
7	Provide access to the Passaic River for a boat launch	Recreation	Short
8	Develop a greenbelt trail system along the Passaic River	Planning & Zoning, Recreation, County DPED, County DPR	Long
9	Connect all parks with a series of walking trails or bike lanes/paths	Recreation, Planning & Zoning	Mid
10	Expand Roberto Clemente Park so that it has frontage on public streets	Recreation, Planning & Zoning	Long
11	Devote sufficient resources to maintain parks and open space	City Council, Recreation	Ongoing
12	Establish public/private partnerships to maintain park space	Recreation, Non-Profit Community, Private	Ongoing
13	Promote existing recreation programs	Recreation	Ongoing
14	Further study recreation needs of residents	Planning & Zoning, Recreation	Short
15	Utilize County Open Space and Recreation Trust funds	County DPED, County DPR, Recreation, Planning & Zoning	Ongoing

Urban Design Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Strengthen code enforcement efforts of signage and property maintenance	Community Improvements	Ongoing
2	Implement CPTED principles	Planning Board, Zoning Board, Community Development, Housing Authority, Parking Authority, Police	Ongoing
3	Provide streetscape improvements in areas of high pedestrian traffic	Planning & Zoning, Community Improvements, UEZ, SID's, Economic Development, PCIA	Short
4	Reduce impediments posed by physical barriers between neighborhoods	Community Development	Long
5a	Implement green streets at all City gateways	Engineering, Community Development, County DOE	Mid
5b	Install unique signage at City entrances/exits	Engineering, Community Development	Short
6	Target bridges for aesthetic improvements	County DOE, Community Development, Engineering	Mid
7	Highlight landmarks and prominent features in the City	Community Development	Short
8	Protect public views of landmarks	Planning Board, Zoning Board, Planning & Zoning	Ongoing
9	Strengthen connections between landmarks and natural features	Community Development, Recreation, Engineering	Mid
10	Encourage front porches or stoops on all residential construction	Planning & Zoning, Planning Board, Zoning Board, Housing, Housing Authority	Ongoing
11	Adopt the Great Falls Historic District design standards	City Council, Historic Preservation, Planning & Zoning	Immediate
12	Encourage contemporary architectural styles in new buildings	Planning & Zoning, Planning Board, Zoning Board	Ongoing
13	Require high standards of quality in construction and design for new buildings	Planning & Zoning, Planning Board, Zoning Board	Ongoing
14	Target commercial facades for aesthetic improvements	Community Development, UEZ, SID's	Short
15	Develop community driven neighborhood plans for each neighborhood.	Community Development, Non-Profit Community	Mid

Utilities Plan Recommendations			
No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Mitigate the Combined Sewer System effects	NJDER, PVSC, Engineering, Sewer Division, Paterson MUA	Long
2	Reduce stormwater runoff through green stormwater management systems	NJDER, PVSC, PVWC, Engineering, Environmental Commission, Community Development	Ongoing
3	Provide regular maintenance on existing utility service infrastructure	Paterson MUA, Engineering, Public Works, PVWC, PVSC, Verizon, Cablevision, PSE&G	Ongoing
4	Complete a City-wide drainage study	Engineering, PVWC, PVSC, Public Works	Short
5	Improve catch basin maintenance and grease trap inspections	Public Works, Paterson MUA	Ongoing
6	Work with PVWC to ensure safe drinking water for City residents	PVWC, Public Works, NJDEP	Ongoing
7	Work with PSE&G to ensure functioning power service to residents and businesses	PSE&G, Public Works	Ongoing
8	Coordinate proposed street improvements with PSE&G to schedule gas infrastructure improvements	PSE&G, Public Works	Ongoing
9	Coordinate street improvements with Verizon for cable/phone/internet upgrades	Verizon, Public Works	Ongoing
10	Implement Hazard Mitigation strategies as directed by FEMA	FEMA, City Council, Public Works, Community Development	Long

Sustainability Plan Recommendations

No.	Recommended Action Strategy	Agency/Partners	Time Range
1	Implement green streets	Public Works, Community Development, Environmental Commission, County DOE	Mid
2	Encourage green stormwater infrastructure	Public Works, Community Development, Environmental Commission, County DOE,	Mid
3	Increase tree coverage	Environmental Commission, Public Works, Planning & Zoning	Ongoing
4	Encourage gray water recycling	Environmental Commission, Public Works, Planning & Zoning	Ongoing
5	Incentivize reduction in pollutants	City Council, Environmental Commission, Public Works, Planning & Zoning	Ongoing
6	Adhere to LEED standards for municipal buildings and facilities	City Council, Planning & Zoning	Ongoing
7	Reduce energy consumption	City Council, Environmental Commission, Public Works, Community Development	Ongoing
8	Encourage the use of solar energy panels	City Council, Environmental Commission, Planning & Zoning	Ongoing
9	Encourage the use of green roof technologies	City Council, Environmental Commission, Planning & Zoning	Ongoing
10	Remediate and redevelop brownfield sites	PCIA, NJDEP, Economic Development, Planning & Zoning, Redevelopment	Long
11	Encourage permeable paving materials in driveway and parking lot construction	Planning & Zoning, Engineering	Ongoing
12	Leverage financial incentives to encourage sustainable practices	Economic Development, Planning & Zoning	Ongoing
13	Adopt complete streets policy	City Council, Engineering, Planning & Zoning	Immediate
14	Enhance bicycle and pedestrian infrastructure	County DOE, County DPED, Engineering, Planning & Zoning	Short
15	Establish Passaic River Greenbelt	City Council, Planning & Zoning, Recreation, County DPED, County DPR	Long
16	Implement TOD around existing and proposed transit hubs	Planning & Zoning, Economic Development, Redevelopment, Restoration Corporation, County DPED, County DOE	Long
17	Connect all transportation systems	Community Development, Engineering, County DOE, County DPED, NJ Transit,	Ongoing
18	Promote public transportation services	Community Development, NJ Transit	Ongoing
19	Incorporate alternative vehicle charging stations	Community Development	Mid
20	Lobby for additional transportation services to be provided in the City	City Council, Community Development, NJ Transit	Ongoing
21	Educate the community on sustainable approaches to everyday living	Community Development, Public Schools	Ongoing
22	Provide green job opportunities to promote economic development	PCCC, Economic Development, PCWIB, Public Schools	Short
23	Work with City schools to implement green job training programs	Public Schools	Short
24	Promote urban agriculture	Economic Development, Recreation, Non-Profit Community	Short
25	Conduct a community food assessment	Economic Development	Short
26	Provide recycling containers in convenient locations	Public Works, Recycling, UEZ	Short
27	Pursue upgrades of recycling facilities to allow single stream recycling	City Council, Recycling	Long
28	Upgrade capacity of recycling facilities to allow recycling of more materials	City Council, Recycling	Long
29	Promote resource conservation	Community Development, Public Schools	Ongoing
30	Conduct a Natural Resource Inventory (NRI) assessment	Community Development	Short
31	Provide for active monitoring of environmental quality	NJDEP, Public Works, Environmental Commission	Ongoing
32	Consolidate environmental committees into one environmental board	City Council, Environmental Commission	Immediate
33	Pursue Sustainable Jersey Silver or Gold Certification status	Community Development, Public Works, Environmental Commission	Short
34	Increase Disaster Preparedness	FEMA, City Council, Community Development, NJDEP	

Targeted Benchmarks of the Plan

While not every goal of the Plan is something that is easily quantifiable and measurable, it is important to set targets or benchmarks to establish some means of measuring the implementation of the Plan. The following targets can be used as a means to track the progress of the Plan:

- Update the City's zoning map, zoning ordinance, and related land development ordinances within 6 months.
- Update the City's website to include the land development and zoning ordinances, the zoning map, and a list of designated historic properties and districts in a format that is easily accessible to the public, within 1 year.
- Restore Hinchliffe Stadium to working order within 5 years.
- Revitalize the Paterson Armory as a community facility within 5 years.
- Develop plans for other opportunity sites such as the Leeder Dye Mill, and the Vistas site within 3 years.
- Rehabilitate and adaptively reuse 10 of the historic mill properties within 5 years.
- Find a suitable location for HARP Academy within 1 year, and begin construction within 2 years.
- Target 100 substandard properties every year for building code enforcement efforts.
- Rehabilitate or acquire 25 of the vacant or abandoned properties annually so that they may be removed from the list.
- Increase commercial activity around the Paterson Great Falls National Historical Park with 10 new restaurants or retail businesses within 3 years.
- Increase the number of jobs available in the City by 10% over a 5 year period. There are approximately 40,000 jobs located in the City of Paterson. A 10% increase would mean 4,000 new jobs to the City that could potentially be filled by unemployed or underemployed residents.
- Increase employment of City residents by 10% over a 5 year period. As of 2012 data, there were just over 50,000 employed residents in Paterson, and over 10,000 unemployed residents. A 10% increase in the employed population would mean 5,000 additional employed residents, and would cut the unemployment rate in half.
- Incorporate all of the proposed special improvement districts (SID's) within 2 years.
- Attract a new specialty grocery or food market to the City within 2 years.
- Adopt a "Complete Streets" policy within 1 year.
- Increase the use of public transportation, particularly commuter rail, by 50% within 5 years. On an average weekday, just over 600 passengers board the train at the Ward Street Station. An achievable goal would be to increase that number to approximately 900 within 5 years.
- Implement 50% of the proposed bicycle lanes and corridors through restriping within 2 years.
- Adopt a comprehensive downtown parking management plan within 2 years.
- Provide 50 new affordable housing units every year, either through construction of new public housing, inclusionary housing in new construction, or conversion of existing housing stock.
- Remediate 10 residential properties per year that have lead contamination.
- Acquire property or easements along 20% of the Passaic River frontage within 5 years to be used towards a greenbelt.
- Convert 2 City gateways into green streets/green gateways every year.

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The original of this document is signed and sealed in accordance with N.J.S.A. 45:14A-12

A handwritten signature in blue ink, consisting of a large loop followed by a series of connected strokes, positioned above a horizontal line.

Christopher N. Dochney PP# 6225