



Submitted to:
New Jersey Neighborhood Revitalization Tax Credit Program
June 14, 2021

Submitted by:
AtlantiCare Foundation

Prepared by:
Rutala Associates

Midtown in Motion

Funding for the Midtown in Motion Neighborhood Strategy was provided by the Wells Fargo Regional Foundation. AtlantiCare Foundation spearheaded the plan in cooperation with the Orange Loop Neighborhood Association and a committed Midtown Neighborhood Committee comprised of local stakeholders, service providers and residents.

The Midtown Neighborhood Committee undertook the Midtown in Motion Neighborhood Strategy in conjunction with consultants Rutala Associates. Rutala Associates acknowledges and expresses their gratitude to all the participants in the planning process including the Midtown Neighborhood Committee members and all those who attended the public forums, interviews, stakeholder meetings, and business owner meetings. Their ideas and feedback form the basis of this Strategy. The general principles, specific redevelopment strategies, and recommendations are the direct result of their involvement.

Midtown Neighborhood Committee

Victor Moreno, Outreach Manager, Atlantic Cape Community College
Victor Jenkins, Atlantic City Resident
Gary Hill, Atlantic City Resident; NJ Casino Reinvestment Development Authority Board
Evan Sanchez, Atlantic City Resident; Founder, Authentic City Partners
Kathy Whitmore, Director, Leadership Studio of Atlantic City
Michael Brennan, Atlantic City Resident; Owner, Cardinal Restaurant
Nick Grasso, Atlantic City Resident; Atlantic City Police Officer
MK Thomas, Atlantic City Resident; Economic Development Consultant
Tom Hannon, Atlantic City Resident; Executive Director, Atlantic City Housing Authority
Donna Danielson, General Manager, Tanger Outlets The Walk
Sylvester Showell, Atlantic City Resident; President, 3rd Ward Homeowners Association
Derek Longcrier, Atlantic City Resident
Alvin Tailferro, Atlantic City Resident; President, Taliaferro Construction Services, Inc.
Indra Owens, Atlantic City Resident; Chief Executive Officer at Princess, Inc.

Revitalize Midtown Planning Team

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Section 1. Cover Page

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

Neighborhood: Midtown Neighborhood NJ Legislative District: NJ - 2

Eligible Municipality: Atlantic City Mayor: Marty Small, Sr.

Name of Applicant Organization: AtlantiCare Foundation

Name of CEO/Executive Director: Samantha Kiley

Address: 2500 English Creek Avenue, Building 600

City: Egg Harbor Township State: NJ Zip Code: 08234

NJ Charities Registration Number: DH0010600

Contact Person for this Application: Jim Rutala

Phone: 609.743.0354 E-Mail: jmrutala@comcast.net

Cellphone
(optional): _____

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

Did you partner with another organization to develop the Neighborhood Plan?	YES	<input type="checkbox"/>	(if YES, complete NP-1 Page 2)
	NO	<input checked="" type="checkbox"/>	

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

_____	Chairperson
Name	Title
_____	June 7, 2021
Signature of Board Chairperson	Date

Section 2. Executive Summary

The Midtown neighborhood in Atlantic City is the heart of Atlantic City. The neighborhood stretches from Connecticut Avenue to Michigan Avenue along the Boardwalk and then tapers down to include all of Stanley Holmes Village. The neighborhood boundaries are defined by two census tracts 11 and 24. The neighborhood is home to about 4,500 residents and a significant concentration of the City's businesses.

Midtown has a rich history, dating back to the early 20th century. The neighborhood was historically part of Midtown, a predominate African American neighborhood. Historically, neighborhood activities centered around Kentucky Avenue, where many music venues and night life options were located. The neighborhood has changed significantly over the years, but the preservation of the past culture is especially important to today's residents.

Like many older east coast urban neighborhoods, significant decline has occurred in Midtown since the 1940's. The neighborhood has been plagued with poverty, crime, homelessness, and general decline.

Most recently, with the completion of the Johnson Report in 2018, there has been a renewed focus on the neighborhoods in Atlantic City. The Report entitled "Atlantic City: Building a Foundation for a Shared Prosperity" stresses the importance of the neighborhoods and building effective partnerships between government, philanthropic and Anchor Institutions.

This Plan follows the recommendations of the Johnson Report - with the strong support of City government; AtlantiCare, an active Atlantic City Anchor Institution, worked to organize the neighborhood and attracted philanthropic funds from the Wells Fargo Regional Foundation to develop the Midtown in Motion Plan.

Residents and business leaders in Midtown have been working cooperatively with local partners to develop the strategies included in this Plan. For the last year, building surveys, residential surveys, public meetings, focus groups, and individual interviews have occurred with the goal being to develop a Plan that truly is the Midtown neighborhood's Plan. The strategies presented herein will help to transition the community, provide new economic opportunities, encourage home ownership, and improve the quality of life in Midtown.

The Midtown in Motion Plan includes many community-endorsed initiatives that have been identified as critical for improving outcomes for neighborhood residents and businesses. Measurable outcomes are associated with each activity.

Over the next ten years, AtlantiCare will work with the soon to be formed Midtown Community Development Corporation to implement various actions that can be broken down into five areas:

- **Clean and Safe:** This was the major issue raised by all. Lottering, drug sales, and homelessness and all issues that drive the public away from the businesses in the neighborhood.

- **Neighborhood Enhancement:** The area has many vacant and abandoned properties that are need of repair. Park enhancement and utilization, youth programming are major goals.
- **Economic Development:** Strong support for the business in Midtown is needed and it is important that they organize so that they can speak in on voice regarding the issues that plagued the area.
- **Arts and Culture:** Midtown has a great history and a diverse population. Promoting the arts celebrating this diversity through events, celebrations, and facilities like the African American Museum of South Jersey are important aspects of this Plan.
- **Resiliency & Sustainability:** As a barrier island community, Atlantic City and the Midtown neighborhood has to take steps to become a more resilient and sustainable community.
- **Human Capital:** To provide quality training for residents to become gainfully employed and to advance their careers and foster the leadership capacity of residents is an important aspect of this Plan.

Section 3. Organizational Information

A. Organizational Profile

AtlantiCare Foundation is a non-profit organization with the goal to ensure AtlantiCare's vision of building health communities was carried out to benefit current and future generations residing in southeastern New Jersey. The AtlantiCare Foundation has fostered public private partnerships based on the public policy goals of City and State.

The AtlantiCare Foundation shares the mission of its parent, AtlantiCare Health System, which is to make a difference in health and healing, one person at a time, through caring and trusting relationships. AtlantiCare is a designated Anchor Institute with a significant investment in Atlantic City by building and operating the AtlantiCare Medical Center and the AtlantiCare HealthPlex both located in the Midtown neighborhood, and they are now constructing the AtlantiCare Medical Arts Pavilion.

Organization Programs

Since 1898 when the Atlantic City campus opened, AtlantiCare has been committed to building healthy communities through partnerships with organizations that share our interest in health. The AtlantiCare Foundation was founded in 1977 to improve the health and well-being of the community through a comprehensive development program to support safe, equitable, quality healthcare and promote healthy behaviors. In addition to being the fundraising arm of AtlantiCare, it has a long history of convening partners around community issues & sharing resources with like-minded partners who have the ability to accelerate or impact the opportunity at hand.

Offerings developed based on needs are Growing Green, a community driven response to food insecurity in AC with additional efforts occurring that connect individuals with limited access to healthy foods. Another is Healing Atlantic County, a multi-partner initiative launched to combat the opioid crisis at the local level. This endeavor addresses both the supply of opioids into the community, connects individuals to treatment, and also assists community members as they live their life in long-term recovery.

The newest opportunity that we are actively engaged in is a unique partnership with area social service agencies and housing organizations, called the AC Collaborative. This group which came together several months ago to review the linkages between community safety and homelessness. We serve as a fiscal agent and also serve as a co-facilitator to ensure that all housing agencies are entering data into the County's Homeless Information Management to understand the full scope of the opportunity are utilizing prioritization tools; and that the data entered is used to plan coordinated responses, based on shared community goals aimed at improving safety and ending homelessness.

See NP-2 forms for AtlantiCare attached.

FORM NP-2: ORGANIZATION PROFILE (page 1)

A. AGENCY INFORMATION

What was the organization's date of incorporation? 1977

What was the original purpose for which the organization was formed?

To generate significant charitable support to ensure AtlantiCare's vision of building health communities was carried out to benefit current and future generations residing in southeastern New Jersey.

What is the organization's current mission statement?

We make a difference in health and healing, one person at a time, through caring and trusting relationships.

Is the organization in "Good Standing" with the NJ Department of State?

YES NO

When did the organization file its current N.J. Charitable Registration and Investigation Act Report (CRI-300R)?

Date: 6/30/2019

Documents to be submitted as Attachment(s):

- "Certificate of Good Standing" certificate from State of New Jersey
- Copy of current NJ CRI-300R form

B. BOARD OF DIRECTORS INFORMATION

Board Chairperson: Robert Hordes

Date Elected: February 22, 2021

Term Expiration Date: January 2023

Number of Authorized Board Members: 21

Number of Current Board Members: 21

How frequently does the Board meet? Quarterly

Is the Board involved with fundraising activities? YES NO

If YES, when was the last activity conducted, for what purpose, and how much was raised?

FORM NP-2: ORGANIZATION PROFILE

C. PERSONNEL – TOTAL AGENCY

What is the current agency staffing level?

Full Time:	8
Part Time:	2
Volunteers:	2

Provide the following information regarding full-time staff employed by the organization in the past 5 years:

Year	Annual Employee Turnover Percentage	Leadership / Senior Staff Included?	
		YES	NO
2014	0	X	
2015	0	X	
2016	0	X	
2017	0	X	
2018	0	X	

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

NA

When was the Executive Director hired? 2014

Documents to be submitted as Attachment(s):

- *Resume for the Executive Director (attached)*
- *Organization Chart (attached)*

D. FINANCIAL INFORMATION

What is the organization's fiscal year?

Start Date:	7/1
End Date:	6/30

When was the organization's current year total budget approved by its Board of Directors? February 22, 2021

Did the organization incur a deficit at the end of its most recent fiscal year? YES NO

If YES, what is the amount, and how will the agency reduce/address the deficit?

When was Form 990 most recently completed and submitted to the IRS? 3/24/2020

When was the organization's most recent annual audit report (audited financial statement) completed?	2020		
What was the time period covered in the audit report:	<u>July 1, 3019 to June 30, 2021</u>		
Were there any internal control or compliance findings from the organization's most recent annual audit report?	YES	<input type="checkbox"/>	NO <input checked="" type="checkbox"/>

B. Financial Resources

AtlantiCare Foundation is a subsidiary of AtlantiCare charged with generating charitable support to ensure AtlantiCare's vision of building healthy communities that benefit current and future generations residing in southeastern New Jersey. As a member of the AtlantiCare family, the AtlantiCare Foundation benefits from the exceptional financial health of the system. Operating margins for AtlantiCare have exceeded 4.5% over the last three years.

Annually the AtlantiCare Foundation raised approximately \$3 Million to support the community and clinical programs offered by AtlantiCare Regional Medical Center. The Medical Center provides \$500,000 to the Foundation to offset all staff salaries and personnel related expenses. All dollars given to the Foundation are put into action where the donor intends. Donations come from a variety of sources. The majority of funds come from our events/ sponsorships and grants; each represent 35% of our revenue portfolio. 25% of our revenue comes from donations by individuals (i.e.: annual, tribute, etc.) Another 5% comes in from bequests and/or estate gifts.

Seven five percent of our external funding comes in from either major gifts, grants, or corporations. Many of our grants are awarded either from the various state departments, federal agencies, or private foundation. Our corporate gifts, usually result in the form of sponsorships, many of which come from our vendors and other business and community partners.

C. Community Involvement

The AtlantiCare Foundation was founded in 1977 to improve the health and well-being of the community through a comprehensive development program to support safe, equitable, quality healthcare and to promote healthy behaviors. The Foundation is committed to providing financial resources to help fund health status improvement and also supports AtlantiCare's community enrichment programs.

Through the use of focus groups, patient advisory groups, and customer experience surveys, AtlantiCare engages local audiences to provide direct feedback. These modalities also provide insight into barriers that impede healthy behaviors and test the local appetite for future interventions. In recent years, resident feedback has formed AtlantiCare's first steps into housing work, which include screening for housing insecurity while patients are in our care and making the appropriate referrals; in some cases, assisting complex patients with the initial funding necessary to secure housing; and a soon to be launched first-time home buyer program among employees to encourage their ability to buy a home and reside within the City's limits.

AtlantiCare also tri-annually conducts a community needs assessment as part of required obligations. This includes a survey, where individuals are asked what they feel are opportunities to improve their health, health challenges that impact AC, and how our response should be prioritized. For the second

time in a row, affordable housing, along with the need for increased mental health and substance use treatment services continue to be named as priorities. Food insecurity and community safety also have been expressed as perceived needs in our community. The full document of our 2019 Needs Assessment and our corresponding Implementation Strategy can be found at www.atlanticare.org/community.

In addition to our requested Community Health Needs Assessment, AtlantiCare has established many opportunities throughout its organizational structure to engage with the community so that it can better anticipate and respond to its needs. AtlantiCare has several patient and community advisory communities to assist with marketing and communication strategies, program design, process, and service improvement. These are seated by a myriad of representatives from our region reflecting the various demographics and geographies captured in our service area. AtlantiCare continuously conducts focus groups and surveys to engage the community in providing specific feedback relative to programs, perception, and services.

To further ensure that all voices are heard, AtlantiCare is proud to have 10 Employee Resources Groups (ERG's). These groups are voluntary, employee-led groups which are organized around commonalities among our diverse workforce. Whether organized around race, religion, identity, or lifestyle practices, these groups further allow AtlantiCare to connect into the diverse communities it serves. The ERG's were extremely vital in ensuring AtlantiCare's response to COVID-19, including its distribution of vaccines to ensure that all members of our community were receiving this life-saving vaccine. AtlantiCare was a founding member of Lieutenant Governor Shelia Oliver's Atlantic City Executive Council providing expert insight on health care and service delivery in Atlantic City. In its capacity as a member of the Council, the AtlantiCare has provided input on various topics including homelessness, food desert, and neighborhood planning to move the city forward.

The AtlantiCare Foundation's vision is building healthy communities together. The Foundation supports AtlantiCare in achieving its vision through community capacity building and fundraising. Since the Foundation's inception in 1977, the Foundation has organized around identified community and clinical needs and finds the necessary resources to address.

Previous efforts include:

- 1990s- Working with the cities of Pleasantville and Atlantic City to combat drug related crimes by applying, receiving, and implementing a Weed and Seed initiative with funds from the US Department of Justice. The Foundation served as the operational and fiscal partner working collaboratively with local police departments and community organizations.
- 2000s- In response to the lack of early childhood education opportunities in resource limited communities, the Foundation partnered with United Way to launch Parents as Teachers. This program works with parents to teach the necessary skills to ensure that their children were ready for kindergarten. This program continues to serve our community through the local United Way.
- In an effort to also be responsive to childhood obesity and food insecurity, in 2005, AtlantiCare launched its Healthy Schools initiative, as well as its Growing Green initiative. These programs work to address the school and local environments providing mini-grants to program participants, and also working to ensure sustain policy, system and/or long-term environmental changes. Today over 90 schools, and 20 area organizations partner with AtlantiCare through these ongoing efforts.

While this list is not comprehensive, it demonstrates the trust that community has placed in AtlantiCare to lead community change initiatives.

Section 4. Organizational Capacity and Experience

A. Organizational Capacity

AtlantiCare, the region's largest non-casino employer, and leading healthcare provider, is a recognized and sought-after community leader. It takes pride in the trust that the community has placed in it, and as such, recognizes its role as an Anchor Institution. It is because of this anchor commitment, and its recognition that there is so much more to the health of a population beyond healthcare, that AtlantiCare intentionally and proactively assesses community needs, and develops the effective partnerships necessary in which to collaboratively address. Beyond collaborations with other community organizations, it also readily engages with community residents whether via surveys, focus groups, or other types of facilitated processes, to understand community concerns directly from the individual. This direct community dialogue is essential to building the services and programs necessary and allow for specific cultural and local nuances to be incorporated into any type of solution.

In addition to the assessment of community needs, AtlantiCare has a history of performance improvement and applies this same rigor, as it would to its clinical care, to its community improvement work. Through the development of performance targets and continuous improvement cycles, the organization strives to optimize outcomes while at the same time utilizing resources in the most efficient manner. These functions have earned AtlantiCare the reputation of being responsive and open to all needs and groups in our community. This reputation is one that we value and work hard to uphold.

The Foundation is led by an Executive Director. Samantha Kiley, MPH, MBA has held this role since 2014, and has been with the organization since 2005. Samantha has a history of leading community health improvement projects. She also has a great deal of experience garnering external funds-private, grant, corporate dollars to support and advance the work of the Foundation connecting it to the broader AtlantiCare strategy. Samantha directly reports to the President and Chief Executive Officer of AtlantiCare.

Lori Herndon, RN, BSN, MBA is President and Chief Executive Officer at AtlantiCare. She has been with the organization for over thirty years, starting as a nurse, and working her way up the organization, serving in a number of key leadership roles prior to becoming the chief executive. Lori is committed to our patients and their families. Living within the community she serves; she knows firsthand the importance of caring for our friends and neighbors.

Hak Kim is AtlantiCare's Chief Financial Officer. He has been with the organization for over fifteen years in a number of finance roles. In addition to balancing the medical center's budget and monitoring patient accounts, Hak makes himself available to serve on and support community endeavors. Ensuring that we provide adequate and equitable care for all, under Hak's leadership, AtlantiCare recently expanded the number of practices which accept Medicaid across AtlantiCare. He also enables the organization to deliver close to \$20 Million dollars in charity and other uncompensated care annually.

B. Current Activities

To continue its commitment to the community, AtlantiCare has recently offered a down payment assistance program to help its employees become first-time homeowners in Atlantic City. Through a partnership with New Jersey Community Capital and its Address Yourself program, the hospital's

foundation will assist employees who's individual or family income does not exceed 120% of the median income for Atlantic County to purchase a home. As of 2019, the annual median income in Atlantic County was \$62,110, according to the U.S. Census Bureau. AtlantiCare has 303 employees who live in Atlantic City, with the majority of them being renters. First-time home buyers in the program have to purchase a home in Atlantic City and use it as a primary residence for five years. They can be employees of any AtlantiCare facility and do not have to stay employed at the hospital for those five years. Those using the program will receive multiple types of assistance, including receiving up to \$10,000 for a down payment and closing costs. The funds for the down payment come directly from AtlantiCare. Through the program, a hospital employee will connect with a professional budget and credit counselor and then go through an eight-hour homebuyer education course. The individual will then work, through Address Yourself, to find potential mortgage lenders and real estate agents.

C. Development and Service Delivery Capacity

The Anchor Institutions and nonprofit organizations that are working together in Midtown have the ability to leverage the renaissance of the neighborhood. This Plan identifies the roles and partnership that have been formed to execute the needed strategies.

To jump-start the planning process, AtlantiCare has forged ahead and introduced a home ownership program by offering grants of up to \$10,000 to AtlantiCare employees who buy and live in Atlantic City. AtlantiCare is also offering credit counseling and home ownership transitional training to interested employees. This is just a start, but if successful, the goal of increasing the percentage of owner-occupied homes (now 26 percent City wide) will increase. This program will have the impact of growing wealth for residents, stemming displacement, and result in better maintained properties, as well as increased stability and safety for the neighborhood.

AtlantiCare has been working with other neighborhood organization to organize workshops for realtors and for buyers on the First Time Home Buyer and Down Payment Assistance programs offered by the City, County, and State.

The goal is to change people's perception by showing all that Atlantic City has to offer, including attractive real estate deals. Just as important is the goal to transform City renters into homeowners, a strategy that has proven to change neighborhoods by providing more stability to the neighborhood and wealth to its residents.

D. Capacity of Partners

AtlantiCare has significant capacity and experience in supervising and monitoring the activities of its partners as demonstrated by the many successful projects that the ACEA has executed. There are many willing and committed partners of the Midtown in Motion effort and some of the major partners are discussed below.

City of Atlantic City provides CDBG and HOME funds for housing; provides support for neighborhood cleanups; provides the Small Business Academy; maintains a strong partnership is maintained with the Mayor, City Council, Police Department, Public Works, and Planning Department.

Atlantic City Arts Foundation -The Atlantic City Arts Foundation's diverse programs & partnerships activate community pride & civic self-esteem through interaction with public art, including the city's largest mural arts program.

Atlantic City Community Fund - ACCF is a tax-exempt charitable fund held in trust at the Community Foundation of South Jersey. ACCF's purpose is to organize and mobilize our city's capacity and resources to advance causes identified by and for the residents of Atlantic City.

Atlantic City Ballet - Founded in 1982, the Atlantic City Ballet serves as a prime artistic resource to the residents of Atlantic City and the surrounding area.

Atlantic City Board of Education works jointly with the neighborhood for various activities. The neighborhood leaders continue to work directly with the principals of the schools that serve the Midtown neighborhood.

Atlantic City Police Athletic League - The Atlantic City Police Athletic League is a community-based agency that is affiliated with the Atlantic City Police Department but run independently as a 501 C (3) nonprofit organization. Administered by active Atlantic City Police Officers and highly qualified staff, assisted by local community leaders and private citizens, The Atlantic City Police Athletic League has a provide education, recreation, and community service programs for the residents of Atlantic City and surrounding communities for over thirty years. Assisting others in the need has always been an Atlantic City Athletic league property, as in our involvement with diverse populations.

Atlantic City Metropolitan Business and Citizen Association - MBCA has grown to include in its membership all casinos, over 350 local businesses, 50 nonprofit groups and over 100 citizens. MBCA is an all-inclusive organization that strives to serve and represent all of the Greater Atlantic City area. MBCA works for the betterment of our neighborhoods and strives to be a constructive force to the society by working with and supporting other nonprofit groups, supporting civic events, and awarding scholarships to local individuals.

Atlantic County Improvement Authority is the county's redevelopment and economic development entity; ACIA has successfully completed housing rehabilitation for several years; the ACIA has been working with the Casino Reinvestment Development Authority and the City is developing an abandoned properties program for the Midtown neighborhood.

Atlantic Cape Community College - has a campus in Midtown and provides a wide array of workforce training options for Atlantic City residents.

African American Museum of South Jersey - Founded in 2002, The African American Heritage Museum of Southern New Jersey's goal is to bring to life the African American experience by documenting the struggle of one group of Americans as they carved out their own place in the wider cultural landscape. With two permanent locations in the heart of Southern New Jersey, a traveling museum with over 12,000 historical and cultural artifacts, and exhibits available for school, community, and corporate displays. The museum provides the opportunity to access the history of successive generations of African Americans, while showcasing a uniquely curated depiction of their cultural evolution.

Boys & Girls Club of Atlantic City - The B&GC provides resources for the development of young people from all backgrounds to realize their full potential as responsible and caring adults. The B&GC is rolling out a new STEAM Lab program this summer to prepare the City's youth for careers beyond hospitality. The NRTC program may be targeted as a future funding source to continue this program to benefit Midtown youths.

Chicken Bone Beach Historical Foundation - The Chicken Bone Beach Historical Foundation works each year to keep the memories of Chicken Bone Beach alive by hosting free weekly jazz concerts. The foundation works hard to keep the cultural vibe of the beach alive and to pass that tradition down to younger generations. The foundation was started by Henrietta Shelton in 1974.

Latin American Economic Development Association, Inc. - LAEDA in partnership with the Atlantic City Mayor's Office is hosting the Small Business Academy, a nine-week program for men and women to gain knowledge of how to effectively start and grow their respective businesses.

Leadership Studio - The Leadership Studio of Atlantic City strives to advance the physical, energetic, economic, and spiritual growth of the city's residents through programming and partnerships.

MudGirls Studios - this non-profit empowers disadvantaged women through the making of functional ceramic art and architectural tiles.

Reed's Organic Farm - Meaningful Purpose, Inc. is a nonprofit organization that was set up with the clear intent of helping out the local community. They aim to help the local community by creating a hub on a local farm that serves as an animal rescue, a platform for sustainable, organic farming, training and experiences for local youth, and an employer for individuals with special needs. A Meaningful Purpose Inc is currently operating at Reed's Farm.

Shultz Hill Foundation - The Schultz-Hill Foundation was established in 2002 to promote and support arts, history, and education in South Jersey. In an effort to foster appreciation and awareness, one of the primary goals is to provide educational scholarships, direct grants and funding for Arts, Historical and Musical programs.

Stockton University provides internships for neighborhood residents; provides educational and job training; and serves as an Anchor Institution in the City of Atlantic City.

Volunteers of America Delaware Valley - is a 501(c) 3 non-profit social service agency that has been providing essential services to vulnerable individuals and communities since 1896. VOADV is characterized by its diversity of programming and assistance services and supported by a team of more than 400 qualified, mission-driven professionals that work tirelessly on behalf of their clients.

Lapsed Neighborhood Plans.

NA - This is the first time that a neighborhood plan for Midtown has been submitted to NJDCA.

Section 5. Neighborhood Description and Statement of Need

A. Neighborhood Description

The Midtown Neighborhood consists of two census tracts (Census tract 11 and 24) and is known as the heart of Atlantic City. The neighborhood extends from Connecticut Avenue to Michigan Avenue along the Atlantic City Boardwalk and tapers back to includes the entirety of Stanley Holmes Village. The requested maps are provided in the Attachments.

B. Conditions and Need for Revitalization

1. People

The Midtown study area is a mostly Black (57%) and Hispanic community (18%). The white and Asian populations comprise 13.5 percent and 10 percent of the study area, respectively. Other minority groups like American Indian and bi-racial groups comprise about 1.3 percent of the population. The median age for Census tract 11 is 36.6 and for Census tract 24, it is 42.1 years old. The most vulnerable populations (aged 18 and younger and aged 60 years and older) comprise about 44.3 percent. In the study area, 16 percent of households are headed by single women. Demographic characteristics show that Midtown is ripe for revitalization.

Population by Race		
Total Population	4,502	
Not Hispanic or Latino:	3,693	82.0%
White Alone	608	13.5%
Black or African American Alone	2,575	57.2%
American Indian and Alaska Native Alone	16	0.4%
Asian Alone	452	10.0%
Native Hawaiian and Other Pacific Islander Alone	0	0.0%
Some Other Race Alone	5	0.1%
Two or More Races	37	0.8%
Hispanic or Latino:	809	18.0%

Age		
Median Age	36.6	
Census Tract 11	42.1	
Census Tract 24		
Total Population:	4,502	
18 years old and younger	984	21.9%
Between 18 and 60 years old	2,825	55.7%
60 years old and older	693	22.4%

Households by Household Type		
Households:	2,075	
Family Households:	847	40.8%
Married-Couple Family	329	15.9%
Other Family:	518	25.0%
Male Householder, No Wife Present	186	9.0%

Female Householder, No Husband Present	332	16.0%
Nonfamily Households:	1,228	59.2%

2. Income

The median household income in 2018 is set at 18,814. This is only 24 percent of the New Jersey State median household income for the same year (\$79,363). In New Jersey state, the poverty rate is 9.2 percent. In Midtown, nearly 41 percent of the population is determined to be living under the poverty line. Unemployment in the study area is at 11.5 percent compared to the New Jersey annual average of 4.1 percent in 2018.

Median Household Income (In 2018 Inflation Adjusted Dollars)	
Census Tract 11	\$14,691
Census Tract 14	\$23,571
Midtown Area (11 & 24)	\$18,814
New Jersey State	\$79,363

Poverty Status in 2018		
Population for Whom Poverty Status is Determined	4,486	
Living in Poverty	1,826	40.7%
At or Above Poverty Level	2,660	59.3%
New Jersey State; persons in poverty, percent		9.2%

Unemployment Rate for Civilian Population in Labor Force 16 Years and Over		
Civilian Population in Labor Force 16 Years and Over:	1,790	
Employed	1,584	88.5%
Unemployed	206	11.5%
New Jersey State Unemployment Rate, 2018		4.1%

3. Education

About 40 percent of residents have a high school diploma or its equivalent, 10.6 percent have a bachelor's degree or higher, and 32.9 percent of the population have not completed high school.

Educational Attainment for Population 25 Years and Over		
Population 25 Years and Over:	3,303	
Less than High School	1,085	32.9%
High School Graduate (Includes Equivalency)	1,325	40.1%

Some College	545	16.5%
Bachelor's Degree	346	10.5%
Master's Degree	0	0.0%
Professional School Degree	2	0.1%
Doctorate Degree	0	0.0%

4. Housing

Midtown has an older housing stock— 46 percent of housing was built before 1960. Newer housing stock was built mostly between 1960-1980. Development of housing slowed down after 1980, only 12.4 percent of newer housing was built between 1981 to present.

More than three-fourths (75.8%) of the housing units in Midtown are occupied. Of all housing units, 68.7 percent are renter owned and 7.1 percent are owner occupied. Less than 25 percent of housing is vacant in Midtown.

Housing Units		
Housing Units	2,738	
Occupied Housing Units:	2,075	75.8%
Owner Occupied	195	7.1%
Renter Occupied	1,880	68.7%
Vacant Housing Units	663	24.2%

Occupied Housing Units by Year Structure Built		
Occupied Housing Units:	2,075	
Built Before 1960	1571	46%
Built 1950 to 1959	154	7.4%
Built 1940 to 1949	198	9.5%
Built 1939 or earlier	611	29.5%
Built 1960 and after	1,112	53.5%
Built 2014 or later	13	0.6%
Built 2010 to 2013	9	0.4%
Built 2000 to 2009	129	6.2%
Built 1990 to 1999	13	0.6%
Built 1980 to 1989	96	4.6%
Built 1970 to 1979	244	11.8%
Built 1960 to 1969	608	29.3%

C. Evidence of Neighborhood Distress

The median household income in Midtown in 2018 for Census Tract 11 was \$13,419 and in tract 24 it was \$18,874. This compares to \$59,989.00 for Atlantic County and \$79,363.00 for the State of New Jersey.

A total of 61.35 percent of Midtown households make less than \$25,000 annually. The family poverty rate was 38.6 percent in Census Tract 11 and 26.7 percent in Census Tract 24, compared to 10.9 percent for Atlantic County and 7.6 percent for the State of New Jersey.

D. Photographs of Neighborhood Conditions

Photographs are provided in the Attachments.

E. Description of Other Plans

The City has completed several planning efforts (some of which focus directly on the neighborhood), but the assumptions and visions communicated in the older plans need to be significantly revisited. With the decline of the casino market in the late 2000s and early 2010s, many planned gaming and tourism projects failed to materialize. This has led the City and State to fundamentally re-assess the vision and plan for the resort. More recently, the planning efforts have turned to focus on the City's residential neighborhoods and increasing the City's livability. The proposed Neighborhood Plan would dovetail with these efforts, which are currently being led by the State in cooperation with the City.

The State of New Jersey has taken a larger role in supporting community development in Atlantic City. The initiative began in earnest with the Building a Foundation for a Shared Prosperity report prepared by Special Counsel Jim Johnson. This report, alongside extensive stakeholder engagement, led to the creation of an Executive Council, Coordinating Council, and State Initiatives Office. This provides oversight, accountability, technical assistance, and considerable assistance and coordination of projects that build the City's neighborhoods, facilitate public-private partnerships, and improve the quality of life for residents.

Atlantic City Master Plan, 1978 – the first master plan after the casino referendum was passed. This document guided much of the development followed the legalization of gambling, many of them can still be found in throughout the neighborhood. The main goals and objectives of the plan were to: accelerate development of casino hotels; enhance convention industry; expand tourism; expand retail opportunities; provide incentives for spin off growth; and promote balance by adding new housing, retail and other commercial.

Main Street Atlantic City: Downtown Revitalization Plan, 2007 – a detailed plan regarding the Atlantic Avenue Business District.

Atlantic City Master Plan, 2008 – Comprehensive Master Plan with all appropriate elements which provides the foundation for zoning and planning throughout the City.

Atlantic City Bicycle and Pedestrian Plan, 2012 – a plan funded by the New Jersey Department of Transportation to develop bike and pedestrian safety improvement recommendation for the entire City.

Tourism District Master Plan, 2012 – Completed by the CRDA to guide investments.

Atlantic City Downtown Loop, 2015 – A report completed by a Rutgers University Studio Class to guide the transformation of the “Dead Zone” into a vibrant, resilient, mixed use neighborhood.

Atlantic City Market Value Analysis, 2015 - The Market Value Analysis (MVA) is a tool designed to assist the private market and government officials to identify and comprehend the various elements of local real estate markets. It is based fundamentally on local administrative data sources. By using an MVA, public sector officials and private market actors can more precisely craft intervention strategies in weak markets and support sustainable growth in stronger market segments.

Atlantic City Master Plan Reexamination, 2016 – a reexamination of the 2008 Master Plan which captured the decline of the casino industry, the significant decrease in property value, and the effects of Sandy. Goals, objectives, and recommendations included: create attractive neighborhoods that are affordable and well-served to provide a high quality of life for the residents; strengthen and improve City-wide and neighborhood commercial districts as centers of employment, shopping, services, entertainment and education; integrate the design and use of the Boardwalk as the prime destination corridor connecting various destinations including the all-important beach to the City; and upgrade substandard properties in the City through code enforcement efforts, education, ordinance amendments and other initiatives.

Atlantic Avenue Road Safety Assessment, 2019 – this assessment evaluated existing traffic and safety operations along a 2.64-mile corridor of Atlantic Avenue from Boston Avenue to New Hampshire Avenue. A total of 829 crashes occurred on Atlantic Avenue from 2013 to 2017. This report recommends a wide array of safety improvements along Atlantic Avenue including synchronized traffic signals, additional street lighting, clearly defined crosswalks, and bump outs at intersections.

Atlantic City: Building A Foundation for a Shared Prosperity, 2018 – The Johnson Report, prepared by NJDCA to provide a guide for the revitalization of Atlantic City. This report discusses the importance of neighborhood associations noting that “Community engagement is the core element of legacy city revitalization.” This plan has provided a renewed focus on the need to support neighborhood-based decision making and implementation of community endorsed strategies.

Atlantic City: Restart & Recovery Working Group, 2021 - The Murphy Administration released a report from the Atlantic City Restart and Recovery Working Group that Governor Phil Murphy and Lt. Governor Sheila Oliver convened in the Summer of 2020 to examine the post-pandemic reality of Atlantic City and provide recommendations for how the city can economically and socially recover from COVID-19. The report will guide the continued work that the State of New Jersey, City of Atlantic City, and stakeholders are doing to revitalize Atlantic City and improve its quality of life for residents, businesses, and visitors.

The Working Group which includes representatives from AtlantiCare, Rutala Associates, and the Midtown Neighborhood Committee, includes five subcommittees that cover the areas of restart and recovery; workforce development; economic diversification, public health, and wellness; and community outreach. Each subcommittee worked to create solutions to issues exacerbated by the pandemic as part of a unified strategy to move Atlantic City into a successful future. Each section of the report details the recommendations put forth by each subcommittee. The report also includes guidance for six industries the Atlantic City region should target and information on the Blue Economy, which involves the sustainable use of ocean resources for economic and job growth.

The report provides a number of recommendations, including the following examples:

- Rebuild the Atlantic City Boardwalk;
- Refresh the structures and appearances along Pacific Avenue by demolishing deteriorated buildings, adding greenery, improving lighting, rehabbing storefronts, and relocating service yards and dumpsters;
- Continue with the redesign and repurposing of Atlantic Avenue that is currently underway; Achieve 100 percent Internet connectivity by using grant funding such as federal dollars;
- Reconvene the Atlantic City Jobs Council to assess employer needs, create training and apprentice programs, establish a jobs database, and hold job fairs:

- Develop the Blue Economy as a solution to lessen the city’s dependence on casino gaming and tourism, while building on the city’s greatest asset: the Atlantic Ocean. The Blue Economy includes the areas of renewable energy, coastal resiliency, fisheries, ecotourism, grey water recycling, smart technology waste management, and marine-based drones;
 - Coordinate economic development and streamline the permitting and approval process for businesses;
 - Create an early pregnancy outreach program that focuses on communities of color to educate mothers on critical health issues such as pre-natal vitamins, pregnancy complications, and premature labor delivery;
 - Develop a remote care monitoring program for pregnant women with a focus on hypertension, gestational diabetes, pre-term labor, tobacco cessation, alcohol and drug use, and other high-risk pregnancy concerns;
 - Establish a short-term/transitional housing solution for homeless individuals and families;
 - Build an online community collaboration database that lists all community services and citizen-led initiatives available in Atlantic City. Find an anchor institution to support and maintain the database so that it is kept up-to-date;
- Expand the Atlantic City Police Department’s Neighborhood Coordination Officer (NCO) community policing initiative; and
- Create more recreational programs for city youth and provide more sports fields/facilities.

E. Municipal Support Letter

Letter of support from Mayor Marty Small is attached.

Section 6. Neighborhood Assets

A. Neighborhood Assets

1. Community Assets

Medical

AtlantiCare Regional Medical Center	1925 Pacific Avenue
AtlantiCare HealthPlex	1401 Atlantic Avenue
AtlantiCare Health System	24 S. South Carolina Avenue

Transportation

Atlantic City Train Station	1 Atlantic City Expressway
Atlantic City Bus Station	1901 Atlantic Avenue
NJ Transit Bus Service	Atlantic Avenue - Neighborhood Wide
Atlantic City Jitney Service	Pacific Avenue – Neighborhood Wide

Transportation: In addition to access to rail transit at the nearby Atlantic City Train Station, the neighborhood has robust access to ground mass transportation. Fifteen separate New Jersey Transit bus lines serve the neighborhood through 25 individual stops; many of these stops are located on Atlantic Avenue. The Main Jitney Route and Route #3 both serve the neighborhood. The Main Jitney Route runs along Pacific Avenue, while Route #3 passes through The Walk and Arkansas Avenue. The New Jersey Transit bus routes serving the neighborhood include: 319, 502, 504, 505, 507, 508, 509, 511, 514, 515, 551, 552, 553, 554, and 559.

Education

New York Avenue School	411 N New York Avenue
Pennsylvania Avenue School	201 N Pennsylvania Avenue
Dr. Martin Luther King Jr. School	1700 Marmora Avenue
Our Lady Star of the Sea School	15 S California Avenue
Atlantic Cape Community College	1535 Bacharach Boulevard

Parks

Harold Brown Park	Dr. Martin Luther King Jr. & Baltic Avenue
Brighton Park	1801 Boardwalk
Civil Rights Garden	Dr. Martin Luther King Jr. & Pacific Avenue
Korean War Veterans Memorial	124 Park Place
Weekes Memorial Park	700 Indiana Avenue

Community

Carnegie Building	Dr. Martin Luther King Jr. & Pacific Avenue
Boys & Girls Club	317 N Pennsylvania Avenue
Police Athletic League	250 N New York Avenue
St. Nicholas of Tolentine Church (Historic Bldg.)	1409 Pacific Avenue

Celebrations

Atlantic City Air Show	Atlantic City Beach
Atlantic City Marathon	City Wide
Chalk About AC	City Wide
Wedding of the Sea Festival	10 N Mississippi Avenue

Fire and Police Stations

Atlantic City – City Hall Dispatch Center	1301 Bacharach Boulevard
Fire Station #2	138 N Indiana Avenue
Fire Station #3	Indiana Avenue & Grant Avenue
Police Substation	Tanger Outlets – The Walk

Retail/Commercial

Tanger Outlets/The Walk	Michigan Avenue
Atlantic Avenue Business District	Throughout Midtown
Boardwalk Merchants	Throughout Midtown
Segal Building (Historic Building)	1200 Atlantic Avenue
The Pier at Caesars	2100 Pacific Avenue
Kelsey's Restaurant	1545 Pacific Avenue
Madison Hotel (Historic Building)	123 S. Illinois Avenue
Bally's Casino Hotel	1900 Pacific Avenue
Tennessee Avenue Beer Hall	133 S Tennessee Avenue
Irish Pub	164 Saint James Place
Resorts Casino Hotel	1133 Boardwalk
Hard Rock Casino Hotel	1000 Boardwalk
Showboat Hotel	801 Boardwalk

Claridge Hotel	123 South Indiana Avenue
Hayday Coffee	155 S New York Avenue
Leadership Studio	161 S Tennessee Avenue
Many additional shops and eateries	

2. Regional Assets

Atlantic City Boardwalk	Throughout Midtown
Atlantic City Beach	Throughout Midtown
Atlantic City - City Hall	1301 Bacharach Boulevard
Atlantic City Convention Center	1 Miss America Way
Carnegie Center	35 S Martin Luther King Jr. Boulevard
Ripley's Believe it or Not! Museum	1441 Boardwalk Cor. S New York Ave
Wentworth Art Gallery	1000 Boardwalk
Atlantic County Office Building	1333 Atlantic Avenue
Atlantic County Civil Courts	1201 Bacharach Blvd
Atlantic County Clerk	1333 Atlantic Ave
Atlantic County Improvement Authority	1333 Atlantic Ave
New Jersey Casino Control Commission	1325 Boardwalk
Midtown Institutional Historic District	Baltic Avenue

3. Municipal Revitalization Priorities

A large portion of the Midtown neighborhood has been federally designated as an Opportunity Zone. Census Tract 11, which extends along the Boardwalk and back to Baltic Avenue is included.

In addition, much of the Midtown neighborhood is in the Special Improvement District (SID), which provides for maintenance through the CRDA staff. The SID includes all of Atlantic Avenue and Pacific Avenue in the Midtown neighborhood.

Midtown also includes the City's most recently designated historic district. This district includes Fire House #2, the Indiana Avenue School and three housing projects – Disston, School House, and Liberty apartments. In addition, other buildings in the neighborhood are pursuing placement on the national and State Register of Historic Places including the Schwehm Building at 1 South New York Avenue.

The City of Atlantic City continues to make significant investments in the Midtown neighborhood. Some of the actions that the City has taken to help implement Midtown in Motion include:

- The City has been actively involved in establishing an abandoned properties program for Midtown.
- The City has demolished targeted buildings included on the “Dirty Dozen” list presented to City Council by the Midtown Neighborhood Committee.

- The City is working to relocate the needle exchange from the Tourism District in Midtown.
- The City is leading the effort to develop 1600 Arctic Avenue for the African American Historic Museum and a sound studio in cooperation with Atlantic Cape Community College and the Casino Reinvestment Development Authority.
- The City has established a Historic Preservation Commission which has supported the preservation and restoration of several historic buildings in Midtown including the Schwehm Building and the Morris Guard Armory Building.
- The City completed the conversion of all streetlights in the Midtown neighborhoods to brighter LED technology to improve public safety.
- The City adopted outdoor dining standards to support the numerous eateries in Midtown.
- The City continues to fully fund neighborhood cleanups in Midtown including paper shredding and roll off services.
- The City has secured funding for lighting, paving, and safety improvements on Atlantic Avenue as recommended in the Midtown in Motion Plan.
- The City is constructing a \$10 million pump station on Georgia Avenue that serves much of Midtown to help address nuisance flooding.
- The City has established a community policing unit and is planning to expand this effort as recommended in the Midtown in Motion Plan.

The City was an active participant in the Midtown in Motion planning process. Council Kaleem Shabazz, who represents the third ward where Midtown is located attend most public and neighborhood committee meetings. The City Planning Director Barbara Woolley-Dillion and Officer in Charge Jim Sarkos attended many neighborhood meetings. The City's Public Works Department sponsors all the neighborhood clean ups.

Recent Investment

There has been some investment in the neighborhood in the past five years. These investments include:

- AtlantiCare Medical Arts Pavilion – Highlights of this 69,700 square foot, three story building will include expansion of our undergraduate and graduate medical education programs, enhancement of our high-risk maternity care, expansion of family planning and family medicine services. Facility will also feature an outpatient dialysis unit and dental clinic. CRDA has provide the land valued at \$3 million at no cost. This \$38 million project has received a \$15 million grant from CRDA.
- Local 68 Training Center - The former bank building at 1501 Pacific Avenue is be converted to a training center, with the first training sessions starting in the fall of 2021. The union secured \$2.25 million from CRDA and matched this with \$2.2 million from the union. The building was purchased for \$700,000 and renovations will cost about \$3 million.
- Atlantic City GWO Wind Safety Training Center - Atlantic Cape Community College is pursuing a grant of up to \$3 million from NJEDA Wind Training Challenge to be located at Atlantic Cape's Worthington Campus with a water rescue facility at Gardner's Basin. This Training Center will provide GWO certified basic training for employees working on the offshore wind projects. If approved this training center will open in 2022.
- Orange Loop Redevelopment - Historically, known as the "dead zone" the Orange Loop is being redeveloped by four ambitious developers:

- Authentic City Partners – started by Evan Sanchez and Zenith Shah, Authentic City Partners projects include: The Leadership Building, The Bywater Building, Hayday Coffee, and Cardinal Restaurant & Hotel.
- Pat Falsano – is a major real estate developer in Asbury Park, New Brunswick, and now in Atlantic City. Pat was one of the leading forces in the redevelopment of Asbury Park. From opening the Bond Street Complex, to at one time being co-owner of both the Wonder Bar and Asbury Lanes, Pat has been involved in Asbury Park’s renaissance since the beginning. In addition to converting run-down buildings like the Miramar and the Mercury, Pat has developed numerous buildings across the city. In fact, Pat has provided more housing units to Asbury Park than anyone else in the last 25 years. In Atlantic City, Pat has purchased more than 20 parcels in the Loop and has opened Bourre, a New Orleans inspired bar/restaurant and he plans a shipping container hotel, an entertainment center, apartments, and is a partner in Cardinal Restaurant & Hotel.
- Mark Callazzo - Mark founded and led multiple real estate companies over the past three decades that still thrive today and serve as a model for other companies. Callazzo has opened the Tennessee Avenue Beer Hall, Rhythm & Spirits, Bar 32 Chocolate & Cocktail, and Cuzzie’s Pizzeria & Kitchen.
- John Longacre – John is a Philadelphia based developer and owner of LPMG Properties. John opened the Anchor Rock Club, a live entertainment venue on New York Avenue and the Boardwalk and he is renovating the Morris Guard Armory Building.
- Dougherty’s Steakhouse & Raw Bar – located at Resorts Casino Hotel, this is the fourth restaurant owned by the Dougherty family in Atlantic City and the second in Midtown.
- Winn Development – Winn has almost completed the renovation of three properties in Midtown, Liberty Apartments, Disston Apartments and School House Apartments. A total of 153 fully renovated affordable units resulted from this project.
- Showboat Water Park - Showboat has obtained financing for their waterpark project. Showboat Water Park received NJ Local Finance Board approval to finance \$97 million tax exempt debt. The bonds are not guaranteed. The water park will feature water slides, pools, and a lazy river, in addition to food and beverage outlets, party rooms, locker rooms, retail stands and lounge areas. A retractable glass-pane roof will cover the entire park and make it a year-round facility. The project also calls for a renovation of the Showboat’s existing Premier Light Tower for water park guests and the construction of a family entertainment center with arcade games, mini golf, and laser tag, inside the hotel.

B. Neighborhood Involvement

AtlantiCare and the Midtown Neighborhood Committee led a robust community engagement process for the development of this neighborhood plan, despite the difficult conditions resulting from the global COVID-19 pandemic. Working in partnership with groups such as the Atlantic Cape Community College, the Atlantic City Housing Authority, the Orange Loop Neighborhood Association, the Third Ward Civic Association, AtlantiCare and the Midtown Neighborhood Committee are poised to leverage these relationships to benefit the Midtown Neighborhood.

Community Support and Engagement

A letter was sent from the AtlantiCare Foundation to the Mayor, City Clerk, Ward Councilman, Business Administrator, and Planning Director to engage with them regarding the Midtown in Motion Plan on July 14, 2020.

Monthly meetings have been held on the follow dates to gain public input on public safety issues in Midtown. These meetings were attended by Councilman Kaleem Shabazz; Officer in Charge Jim Sarkos and members of the Police Department; AtlantiCare representatives; member of the Midtown Neighborhood Committee; Rutala Associates, the neighborhood planner; along with members of the general public. These meetings were held on:

August 26, 2020
September 30, 2020
November 12, 2020
December 10, 2020
January 14, 2021
February 11, 2021
March 11, 2021
April 8, 2021
May 13, 2021

Stakeholder Interviews - Rutala Associates, which coordinated the public participation process, interviewed many stakeholders in Atlantic City. These people were identified by local leaders in government, community organization, and business/development.

- Jef Buehler, New Jersey Neighborhood Preservation Program
- James Sarkos, Atlantic City Police Department, Officer in Charge
- Will Santiago, Atlantic City Police Department, Head of NCO Program
- Rudy Lyshina, Atlantic City Police Department, Captain
- Kevin Law, Atlantic City Police Department
- Pat Fasano, Owner, Bourre
- Lance Landgraf, Planning Director, CRDA
- Rick Santoro, Director, Special Improvement District, CRDA
- Tom Hannon, Atlantic City Housing Authority
- Michael Johnson, Midtown Property Owner
- Ralph Hunter, Founder, African American Museum of South Jersey
- Kimberly Holmes, Chief of Staff, New Jersey Dept. of Community Affairs
- Kaleem Shabazz, Councilman, 3rd Ward
- Marc Sterling, Director, CDBG Program
- Barbara Woolley-Dillon, Director, Atlantic City Planning
- MK Thomas, Atlantic City Midtown Resident; Economic Development Consultant
- Gina Fischetti, Main Street New Jersey Program
- Pam Weintraub, Marin Street New Jersey Program
- Sean Thompson, Main Street New Jersey Program
- Jack Plackter, Fox Rothchild
- Matt Doherty, Executive Director of the CRDA
- Uzo Ahiarakwe, PE, City Engineer for Atlantic City
- Ken Calemno, Cooper Levenson
- Natalie Devonish, Dean, ACCC
- Michael Chait, Greater Atlantic City Chamber of Commerce
- Donna Danielson, General Manager, The Walk
- Michael Cagno, President, Ducktown CDC
- Bart Blatstein, President, Tower Investments, Inc.
- Matthew Levinson, AtlantiCare

- Nick Cangelosi, Michaels Development Company
- David Ginsberg, Winn Development
- Atlantic City Special Improvement District
- Evan Sanchez, Atlantic City Community Fund
- Gary Hill, MBCA
- Art Ponzio, Ponzio Engineering
- Rick Riccardi, Marathon Engineering
- Tom Sykes, SOSH Architects
- Frank DeCola, DCO Energy
- Scott Evans, Atlantic City Fire Chief
- Dale Finch, Director, Licenses & Inspections
- Paul Jerkins, Director, Public Works
- Mark Giannantonio, President, Resorts International
- Brian Jackson, Stockton University
- John Lamey, Atlantic County Improvement Authority
- Michael Epps, Atlantic City Special Projects Office
- Amer Kashmiri, Atlantic City Boardwalk Merchants Association
- Robert Tobias, Ashkenazy Acquisitions, Renaissance Plaza Lessee
- Julie Fox, Ashkenazy Acquisitions, Renaissance Plaza Lessee
- Harsha Somawardana, Atlantic Avenue Merchant
- John Kang, Atlantic Avenue Merchant
- Zahirul Islam, Atlantic Avenue Merchant
- Mohammad Fayyaz, Atlantic Avenue Merchant
- Mohammad Khan, Atlantic Avenue Merchant
- Muhammad Zia, Atlantic Avenue Merchant
- Asif Khan, Atlantic Avenue Merchant

Additional public meetings were held on April 29, 2021; May 27, 2021; and June 15, 2021

Section 7. Proposed Vision, Strategies, Activities & Outcomes

A. Vision Statement

The Midtown in Motion Plan is a collaborative effort led by the Midtown Neighborhood Committee comprised of residents, community leaders, business owners and representatives from local institutions, the city, and the public at large.

The purpose of the Midtown in Motion Plan is to improve this neighborhood in the heart of Atlantic City. This resident-driven plan is focused on improving the quality of life for residents and planting the seeds for a broader transformation of local parks, schools, housing, and businesses. Over the past year, the process has brought together residents, community groups, local institutions, non-profits, city representatives, and local businesses to discuss how they envision their neighborhood improving over the next decade, and how they can work together to achieve this vision. This Plan represents countless hours of work volunteered by dedicated residents and stakeholders wishing to make Midtown a better place to live, learn, play, and do business.

The overall goals of the proposed revitalization effort are to:

- Make Midtown clean and safe;
- Improve livability of Midtown for current and future residents;
- Establish a vibrant, resilient, and diverse business community;
- Preserve and build upon Midtown’s history and cultural legacy;
- Make Midtown a resilient and sustainable neighborhood; and
- Assist Midtown residents to embrace their full potential.

B. Strategies

Goal 1: Make Midtown Clean & Safe

Early on in the neighborhood planning process, public safety emerged as a primary, if not the primary neighborhood concern. City officials have been working to improve public safety for a number of years. For example, in 2019 the Neighborhood Coordination Officers (NCO) program was established and two seasoned police officers were assigned to each of the City’s six wards and four for homeless outreach.

The NCO program is the latest effort to advance the City’s community policing strategy. It builds on the police department’s community relations work that focuses on youth programs such as the Homework Completion Program, Cupcake with a Cop, and Holiday Basketball Game; adult programs such as Community Walks, Public Safety Health Fairs, and Community Care Meetings; and crime prevention. Also, the NCO program works in conjunction with the Atlantic City Citizens Advisory Board, whose purpose is to provide citizens with a regular channel for communicating with the police department and to facilitate problem-solving between the community and the police department.

Cameras were installed at various neighborhood hot spots like Brown Park. The City's first police substation is being built at The Walk to provide space for neighborhood officers to meet, complete reports, and store equipment.

Atlantic Avenue business owners repetitively raised the issues of people loitering on the sidewalk in front of their stores intimidating patrons and selling drugs. Many of the businesses have installed cameras and have had the cameras tied into the Police Department's camera system. Everyone agrees that the local drug epidemic has reached a new level and that pervasive drug trade presents the most serious roadblock to Atlantic Avenue's revitalization.

Complicating the drug issue is the needle exchange located off Atlantic Avenue, at 32 S Tennessee Avenue. The needle exchange provides new and sterile syringes to drug users. The program also offers medical treatment for infectious diseases, substance use disorder treatment referrals, naloxone treatment, and enrollment in health care plans. This service should not be offered in the Tourism District, so close to the City's Main Street.

Homelessness is another major issue in Midtown. Community leaders and service providers note that Atlantic City does not have enough emergency homeless shelters to meet the local need. Homeless from other communities are "dumped" on Atlantic City, which places an additional strain on the existing homeless service providers and as well as on public perception of Midtown.

Because homeless shelters, by nature, attract a very impoverished and transient population, a concentration of these very necessary services can, at times, negatively impact the surrounding residential and commercial fabric, and the potential creation of additional emergency shelters in the neighborhood must be accompanied by an experienced management team and an appropriate number of staff and supportive services.

Activities:

- Expand the NCO program to provide round the clock police presence in Midtown.
- Implement camera surveillance on Atlantic, Pacific, and Arctic Avenue and increase street lighting in critical areas.
- Identify and implement additional safety measures to reduce loitering at Renaissance Plaza.
- Organize neighborhood clean ups, clean sidewalks, etc.
- Create an environment of zero tolerance of crime in the business district by working with the City, Police & Social Service Providers.
- Monitor negligent properties to address code violations.
- Design and implement a comprehensive CPTED program for the entire Midtown neighborhood.
- Establish neighborhood-based efforts to monitor and reduce crime.
- Change the built environment by assessing the neighborhood and implementing a comprehensive CPTED program for Midtown.
- Provide for transitional housing and services to help address the homeless issue City-wide.

Goal 2: Improve the Livability of Midtown for Current and Future Residents

Homeownership is central to the revitalization of Midtown. Midtown has a transient population. With more than two-thirds of the population leasing their homes and apartments, people come and go, often without getting to know their neighbors or trying to improve their surroundings. The Midtown community wants more of its residents to be invested in their homes and therefore invested in the

community. Homeownership will deepen residents' roots in the neighborhood and deepen their commitment to effecting positive change at home and in the neighborhood.

There is robust demand for homeownership, as seen in the significant involvement of owner occupants in the private single-family home market. Additionally, there is a significant supply of vacant and abandoned properties in the neighborhood that could be turned into homes while removing the negative externalities that these vacant and abandoned properties inflict on the neighborhood. During the community meetings, residents strongly endorsed homeownership. Residents felt that increased homeownership would benefit the whole community, as owner-occupants tend to take better care of their properties than absentee landlords.

Activities:

- Acquire and build or rehabilitate homeownership units in Midtown, with a particular focus on acquiring distressed or abandoned properties.
- Implement Atlantic City's Abandoned Properties Ordinance: Through a concerted effort working with the City and Midtown stakeholders will implement the City's Abandoned Properties Ordinance in the neighborhood to create further opportunity for the acquisition and rehabilitation of abandoned homes. Implementing this Ordinance may require initial investment in public policy research and advocacy but promises significant returns for the neighborhood.
- Pre-homeownership Outreach and Education for Midtown Residents: AtlantiCare will ensure that regular homeownership outreach activities for Midtown residents are available so that residents can begin considering the possibility of homeownership in the neighborhood and understand the process through which that could become a reality. In addition to this initial outreach, there should be a structured homeownership education program for promising candidates to receive further homebuyer education and counseling in the hope of becoming homeownership ready.
- Homeownership Incentives for Midtown Residents: The MCDC and partners may use a variety of incentive programs to enable Midtown and City residents, especially participants in a homeownership education program, to purchase a home in Midtown. These incentives could include matched savings accounts, down payment assistance, and other tools to hedge credit risk.

Midtown has an aging housing stock and home repair, and beautification assistance is needed. This Plan proposes programs to help homeowners and small landlords repair and/or beautify their properties, and to address potential health hazards, like lead service lines or asbestos-containing materials, stemming from the age of their homes. There was strong support for this proposed effort during the planning process's community meetings, as residents believe that such improvements benefit not only the property owner, but the community as a whole.

Activities:

- Create a Home Repair Grants Program, in which a resident-led committee will review applications from neighborhood homeowners and, potentially, small landlords, for funding to complete repairs or abate potential environmental health hazards on their properties using local contractors.

Increasing improvements and programming of neighborhood parks was also a quality-of-life priority of neighborhood residents. The neighborhood has one newly renovated park: Browns Park. The City, in close cooperation with the neighborhood and other partners is also developing the Weekes

Memorial Park, just outside of the Midtown boundary but close enough to be enjoyed by Midtown residents.

Activities:

- Complete the Construction of Weekes Memorial Park – Many local neighborhood and nonprofit organizations have been engaged in the design of Weekes Memorial Park. Completing the construction of this park is a significant short-term priority of this Plan.
- Support Arts and Cultural Events and Youth Programming in the Parks – vents may include music, theatre, and poetry readings. Additionally, other events could include ethnic and heritage celebrations that would highlight and celebrate the neighborhood’s diversity. Youth Programming in the Parks could include athletic, educational, and performing arts programs.
- Develop community gardens and pocket parks on vacant parcels that cannot be redeveloped.

Goal 3: Establish a Vibrant, Resilient, and Diverse Business Community

Midtown has a number of commercial corridors, including Atlantic Avenue (the City’s Main Street), Michigan Avenue (the home of Tanger Outlets The Walk), Pacific Avenue (the main access to beachfront casino hotels), the Orange Loop (including Tennessee Avenue, Saint James Place, and New York Avenue) and Arctic Avenue. All of the corridors include a mix of retail, residential, and institutional/religious uses. Many of the businesses in Midtown are bodegas, discount shops, and convenience stores.

The current business mix on Atlantic Avenue meets some of the needs of Midtown residents for goods and services and offers little to attract patrons from outside of the neighborhood. One needs gap is the lack of healthy food stores.

The Atlantic, Pacific, and Arctic Avenue commercial corridors also lack design and beautification elements that make other competing shopping districts more attractive, while suffering from negative perceptions regarding parking availability and public safety. This strategy will support high quality local businesses and improve the commercial corridors in the neighborhood so that they achieve their full potential.

Activities:

- Small business storefront and capital improvement grants to both strengthen businesses with a positive impact on the community and to attract new ones
- Recruiting priority businesses, especially food related ones, like a supermarket and full-service restaurants
- Creative responses to address inadequate healthy food supply, such as farmers’ markets, food trucks, healthy corner stores and pop-up cafes
- Design improvements to commercial corridors, including beautification elements, green infrastructure, lighting, public art, complete-streets treatments, and signage to beautify the corridors and to enhance the commercial corridor attraction to customers, clients, and business investors.
- Development and/or Rehabilitation of Retail Storefronts: The addition of retail storefronts to the neighborhood’s commercial corridors would improve the look and feel of the corridors and encourage new, high-priority businesses to move into the neighborhood.
- Support for local entrepreneurs looking to build a business in Midtown through training programs, shared workspaces and services and other supports.

- Attract support facilities for the City’s industries such as internet gaming, esports, and other commodities.
- Develop a small business hub to assist local merchants.

For the last several years, the City has been active in improving pedestrian safety and implementing “complete streets” design approaches in the neighborhood, with a particular emphasis on Atlantic Avenue. Atlantic Avenue is the most dangerous street in Southern New Jersey with over 800 bike and pedestrian accidents in a three-year period.

Throughout the community meetings in this planning process, residents reaffirmed the importance of improving pedestrian safety and taking a complete-streets approach to the neighborhood. They noted that the number of accidents made pedestrian safety a particularly important priority for the neighborhood. They also recognized that complete streets approaches would make neighborhood business corridors more attractive for patrons.

This strategy aims to continue improving pedestrian safety and implementing complete streets design improvements in the neighborhood. These complete streets improvements will take a more holistic approach to the design of the streets, and more equally incorporate the needs of all users of the streets – especially pedestrians, but also cyclists and public transit riders. They will enhance both the appearance and functionality of the streets and create broad benefits to the neighborhood.

Activities:

- Work with the City to install and enhance crosswalks and other pedestrian infrastructure throughout the neighborhood, including traffic and walk signals, enhanced lighting and signage, sidewalk repairs, pedestrian bump outs, and ADA curb cuts. Also, install “daylighting” techniques at corners with crosswalks, so that vehicles do not park too close to crosswalks, reducing motorist and pedestrian visibility at those crossings.
- Improve the functionality and safety of bicycle and pedestrian paths on all the streets in Midtown.

Goal 4: Preserve and Recognize Midtown’s History and Cultural Legacy

Midtown has a rich history that should be celebrated. Once a primarily African American neighborhood known as the Northside, the neighborhood is now much more diverse. There is a strong interest in celebrating the history of the area and its diversity by hosting community programs, educational offerings, and training.

Activities:

- Cultural Events & Programs: Work with cultural organizations to organize, promote, and facilitate events and programs highlighting the diversity of Midtown.
- Promote International Cuisine: In partnership with local restaurants, promote the diverse culinary offerings found in Midtown and coordinate food-related programs.

Arts programs and activities will foster individual and community creativity and expression by engaging residents of all ages and cultures. The Plan will work through the Atlantic City Arts Foundation (ACAF), the Atlantic City Arts Commission, Stockton’s Noyes Museum of Art, the African American Heritage Museum of South Jersey, and nonprofit partners such as MudGirls Studio, to engage youth and adults with cultural programs.

Activities:

- Fine & Performing Arts Programs: Support established partners as they expand their fine and performing arts programs for Midtown residents.
- Arts & Beautification: Work with arts organizations to identify artists for neighborhood beautification projects (e.g., murals, vacant storefront window displays and graphics, branding and promotional art, decorative bike racks, decorative waste receptacles, decorative electrical boxes).

Goal 5: Make Midtown a Resilient and Sustainable Neighborhood

As a barrier island city, resiliency and sustainability are immensely important. Climate change will continue to impact living conditions in Atlantic City. The City is undertaking significant infrastructure improvements that will help protect the Midtown neighborhood. The \$12 million Baltic Avenue Canal project drains most of the neighborhood and improve stormwater conditions in Midtown. Nevertheless, all neighborhoods must take steps to reduce their carbon footprint and to improve energy efficiency. A variety of State and Federal programs are available to reduce the cost of these energy improvements.

Activities:

- New homes and homes that are substantially improved (an increase of 50 percent or more of the assessed value) must be elevated to current FEMA standards. The City should continue to pursue FEMA grant funds to help leverage home construction in Midtown.
- All home and business improvements should incorporate energy efficiency improvements.
- Improved bike and pedestrian area throughout the neighborhood to encourage non-motorized transportation.

Goal 6: Assist Midtown Residents to Embrace Their Full Potential

During the community meetings, there was broad agreement that Midtown residents themselves are their own greatest asset, and residents expressed a desire to take some of the energy and momentum built by the planning process and direct it into action. This occurred as the neighborhood committee began campaigning to have the twelve properties that are detractors in the neighborhood “the dirty dozen” demolished and to meet with community leaders and the lessor of Renaissance Plaza to develop ways to reducing loitering and crime in the area.

This strategy calls for investment in community organizing, community leadership, and community improvement efforts. It also proposes the development of some form of business association as a formal vehicle for community-led organizing, advocacy, and initiative.

Activities:

- Employ community organizers and community outreach teams
- Develop resident-led committees for community organizing objectives
- Provide leadership-development training to community residents to allow residents to take greater leadership in organizing campaigns
- Hold regular meetings and forums with public officials and other experts on topics important to neighborhood residents
- Lay the groundwork and help incubate a neighborhood association to act as a community-led venue for organizing, advocacy, and initiative.

- Create support programs for Mom’s with Babies to provide babysitting services and develop employment skills.

As noted in the prior strategy, Midtown residents view each other as the neighborhood’s greatest strength and strongly identify with the neighborhood. During community meetings, there was discussion about needing to raise expectations for what the neighborhood could become and to combat negative perceptions about the community’s current state and future potential.

This strategy seeks to achieve this by developing and reinforcing a sense of neighborhood identity and pride through activities that bring the community together, affirm shared community values and transform the physical space of the neighborhood.

Activities:

- Host neighborhood block parties and other celebrations – including through “block party kit” grants, where NRTC funds purchase food, drink, and other needs for block party BBQs.
- Create signage at neighborhood gateways and other key locations that welcome visitors to “Midtown.”
- Develop and enhance the physical appearance of distinctive neighborhood locations, for example, the Pacific and Atlantic Avenue, ACCC Campus, and the Orange Loop.

Midtown residents need good, living-wage jobs. There are opportunities for good jobs within Atlantic City in the casino hotels, AtlantiCare, Atlantic Cape Community College, and public employment with the City, County and State governments or School District. This strategy aims to help Midtown residents to access or create quality, living-wage jobs.

Activities:

- Job training programs, with particular focus on growth industries.
- Youth development and job readiness programs to ensure that Midtown youth are prepared for productive, fulltime employment.
- Youth mentoring programs to help young people prepare for college, trade school or technical school entry that will improve their ability to secure quality living-wage jobs upon graduation.
- Partnerships and policies that create opportunity pathways for Midtown residents to find employment with key local employers.
- Labor-rights education and training, and partnership with local labor unions, so that Midtown residents have the knowledge and support to transform low-paying and low-quality jobs into good ones.
- Partnerships with the local trade unions and contractors that will provide apprenticeship opportunities for Midtown residents.

C. NRTC Investment as a Catalyst

The strategies identified above focus on neighborhood development at all levels from the redevelopment of properties in the neighborhood to providing education and mutual aid opportunities for residents. A major tenet of the Plan is to set the stage for economic development through both tangible and non-tangible assistance to residents and businesses. The recommended activities have been successfully implemented in other communities and are well within the capacity of potential partners and non-profits. Midtown’s existing businesses, religious institutions, and anchor institutions (which include South Jersey Gas, Stockton University, Atlantic Cape Community

College, and AtlantiCare) have shown support for the program and have affirmed their assistance in implementing the Plan.

Many of our partners, have already become engaged in Midtown and its agenda – for example, Volunteers of America are working closely with the Police Department to address homelessness; The Walk provided incentives to support our resident survey and has been involved throughout the planning process; the Atlantic County Improvement Authority has attended many meetings with City, neighborhood and CRDA representatives to develop an abandon properties and housing rehabilitation program for Midtown. These are just examples, there has been much more interaction with partners.

AtlantiCare brings a high degree of experience to this effort. AtlantiCare has a strong commitment to improving Midtown and making this effort a model for others to follow. The tax credit program, through the provision of crucial financial resources, serves as leverage for the initial implementation of identified projects of the Midtown in Motion Plan.

Forms NP-3 and NP-4 are attached.

Section 8. Participatory Planning Requirements

The Midtown in Motion Plan was created with a foundation of diverse participation and support from the community. The planning process had significant public participation that consisted of community residents and stakeholders such as local businesses, property owners, nonprofit organizations, and City Officials. The community outreach effort for Midtown in Motion was extensive. See Attachment M.

Neighborhood Committee

To ensure the planning process directed attention to each focus area equally, AtlantiCare formed a formal plan Neighborhood committee in July 2020 made up of 14 representatives. The members of the committee are well-respected figures in the community and have built a trusted relationship with the residents. Neighborhood Committee members were picked to provide representation during the planning process and to expand outreach efforts to each member's considerable network. They were responsible for promoting our online meeting to specific residents with interest in focused area topics through online emails, social media platforms, and word-of-mouth. Neighborhood Committee members were responsible for leading the focus area Zoom meetings, providing insight into area focus area topics, directing the planning process to helpful networks, and helping to set the agenda for the implementation of this Plan. The Neighborhood Committee meets bi-weekly to provide input and guidance on the plan and process.

The Midtown Neighborhood Committee consisted of the following members:

Victor Moreno, Outreach Manager, Atlantic Cape Community College
Victor Jenkins, Atlantic City Resident
Gary Hill, Atlantic City Resident; NJ Casino Reinvestment Development Authority Board
Evan Sanchez, Atlantic City Resident; Founder, Authentic City Partners
Kathy Whitmore, Director, Leadership Studio of Atlantic City
Michael Brennan, Atlantic City Resident; Owner, Cardinal Restaurant
Nick Grasso, Atlantic City Resident; Atlantic City Police Officer
MK Thomas, Atlantic City Resident; Economic Development Consultant
Tom Hannon, Atlantic City Resident; Executive Director, Atlantic City Housing Authority
Donna Danielson, General Manager, Tanger Outlets The Walk
Sylvester Showell, Atlantic City Resident; President, 3rd Ward Homeowners Association
Derek Longcrier, Atlantic City Resident
Alvin Tailiferro, Atlantic City Resident; President, Taliaferro Construction Services, Inc.
Indra Owens, Atlantic City Resident; Chief Executive Officer at Princess, Inc.

Neighborhood Survey

AtlantiCare launched a community survey in August 2020 to gather input from a broad cross-section of the Midtown Neighborhood. The survey, administered in both digital and paper formats, was translated into Spanish and Vietnamese to ensure the process was accessible to the neighborhood's diverse population. More than 250 responses were received; these responses helped shape the Plan's focus areas and strategies.

Community Meetings

Community input included many public meetings and workshops as summarized herein in Attachment M.

Public Officials

Before formally starting the planning process, AtlantiCare provided a letter to City officials to introduce the organization, and this planned efforts. Official notice was sent on July 14, 2020, to several City departments, including the Mayor's Office, the Business Administrator, the Clerk, City Council members, and the Department of Planning and Development. Atlantic City's Police Chief, Deputy Chiefs, Captains, Lieutenants, and Neighborhood Coordination Officers also participated throughout the planning process, offering important insight, and building connections with community members. In addition, the Councilman Kaleem Shabazz who represents the Midtown Neighborhood provided important input on several focus topics and served as a member of the Neighborhood Committee. This is demonstrated by the attached letter of support provided in Attachment O.

Associations & Community Groups

The planning process was supported by several local associations and community groups. Representatives from the Third Ward Civic Association, Boys and Girls Club of Atlantic City, Tanger Outlets The Walk, Atlantic Cape Community College, Stockton University, and South Jersey Gas have made meaningful contributions throughout the process. Their input and continued support is essential to meeting the goals of this plan.

Letters of support were provided by State Senator Chris A. Brown; County Executive Dennis Levinson; Councilman Kaleem Shabazz; Atlantic Cape Community College President Barbara Gaba; Father Jon Thomas, Pastor Parish of Saint Monica; J. Thomas Hannon, Executive Director, Atlantic City Housing Authority; Mark Callazzo, President, Alpha Funding Solutions, LLC; Evan Sanchez, Co-Founder, Authentic City Partners; and Gary Hill, Executive Director, Metropolitan Business & Citizens Association. Letters of support from nonprofits, local organizations, businesses, and individuals are provided in Attachment P.

As demonstrated in the attached letter dated May 28, 2021, Mayor Marty Small Sr. has expressed his strong support of the Midtown neighborhood planning effort and the implementation of this Plan.

The Midtown in Motion Plan is posted on the AtlantiCare Foundation website at: www.atlanticcare.org/midtown.