

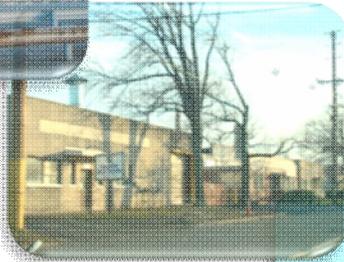
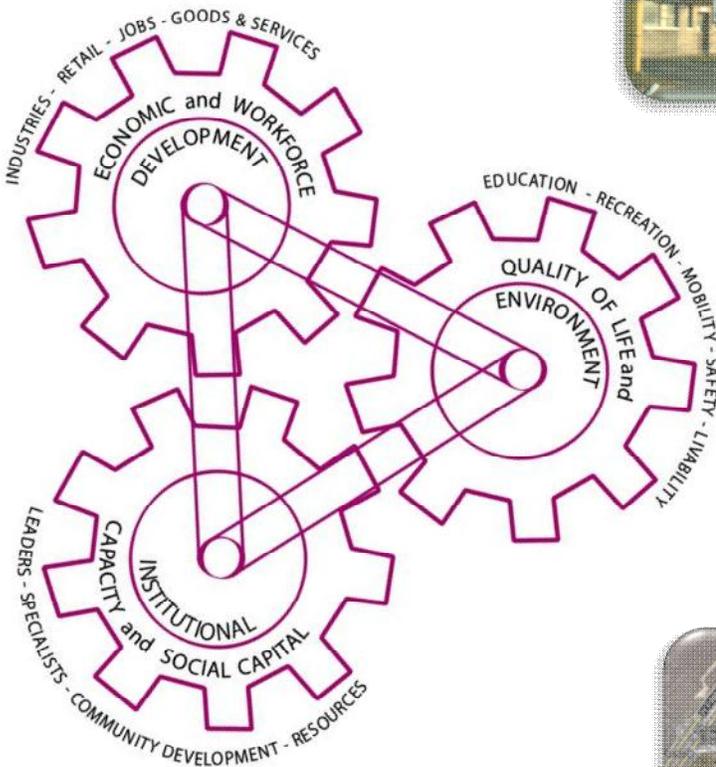
LINDEN VISION PLAN

PREPARED FOR:

**LINDEN ECONOMIC
DEVELOPMENT
CORPORATION**

**CITY OF LINDEN,
NEW JERSEY**

December 2011



PREPARED BY:

RUTGERS

Edward J. Bloustein School
of Planning and Public Policy

THE LEADING INSTITUTE

~APPENDIX~

1. Traffic and transportation analysis
2. Importance of grant writing as a factor for sustainability
3. Key economic development projects and initiatives
4. City of Linden brownfield sites issues and inventory
5. Trend analysis of crimes in Linden
6. Linden City profile
7. Linden Sustainability Plan public engagement strategy
8. Ideas on configuring the civic and business focus groups
9. Linden Sustainability Plan: Visioning survey
10. Economic development focus group survey

I. INTRODUCTION AND PURPOSE

The Sustainability Plan for the City of Linden is designed to help leaders and communities focus their efforts to make Linden a stronger, more livable and sustainable place over the next 20 years.

This plan provides a clear vision and action steps, and discusses many issues and trends that are affecting Linden today, and are likely to affect it in the near future.

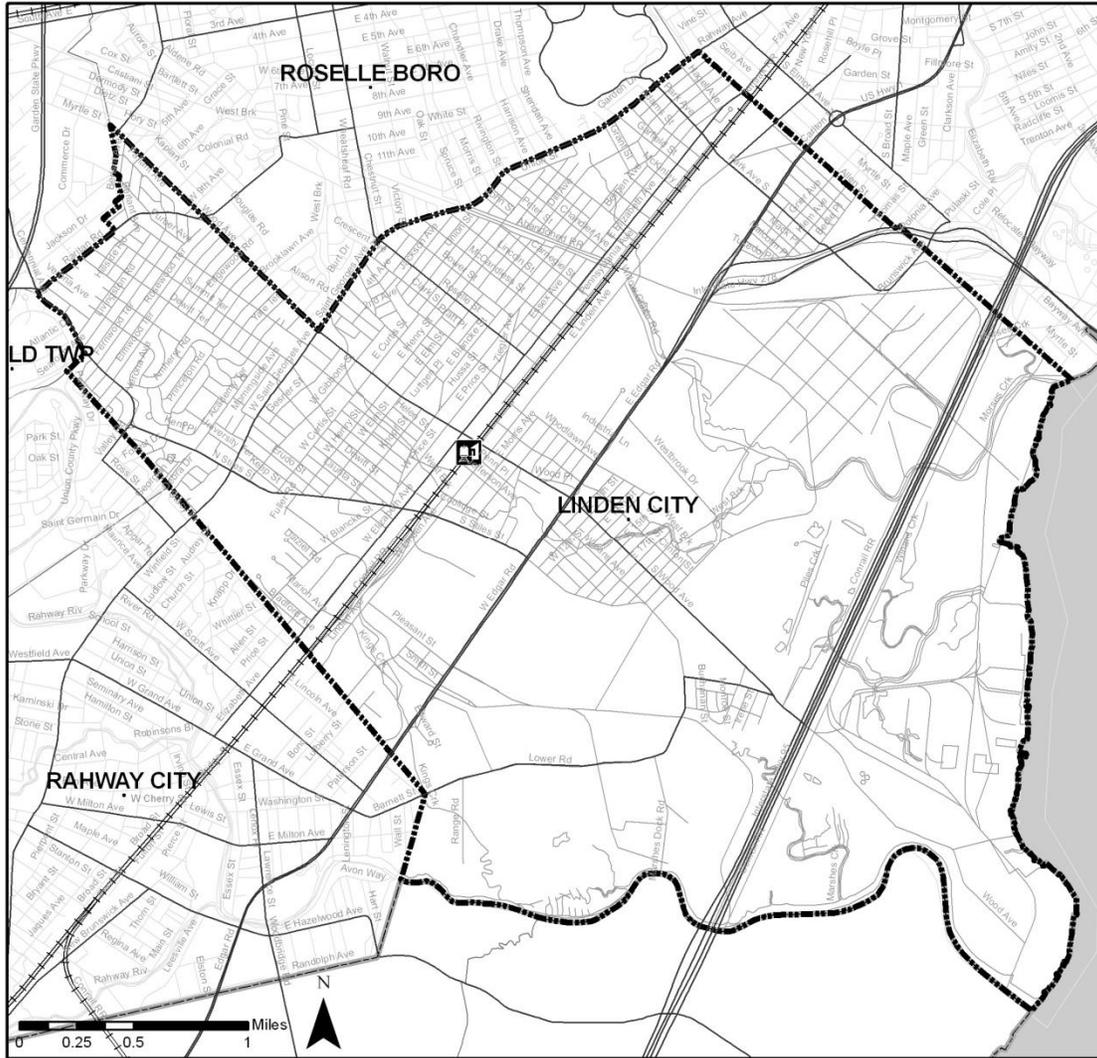
Some of the proposed strategies can be done easily and with little cost; some are challenging and will require some new investment. All the strategies are doable – if there is a shared will and commitment from leaders and stakeholders in City government, the business sector, and among the city’s neighborhoods.

The Vision Plan is designed to be a foundation for all future master plans, community plans, and place-based strategic plans affecting the City of Linden. (See Figure 1) City officials can use it to guide the thinking and investment of state and county officials working to reduce congestion on major roads passing through Linden. Business leaders and investors can use the Vision to help attract the kind of investment that will support their businesses and strengthen Linden’s economic climate. Community stakeholders can use the Vision to help guide city officials and departments as they work to improve quality of life in the city’s neighborhoods.

Figure 1.1: How Vision Linden can work with other plans



City of Linden, New Jersey



- Linden Train Station
- Linden_City
- NJ Transit rail line
- NJ County boundary

RUTGERS The Leading Institute
Edward J. Bloustein School
of Planning and Public Policy
TLI

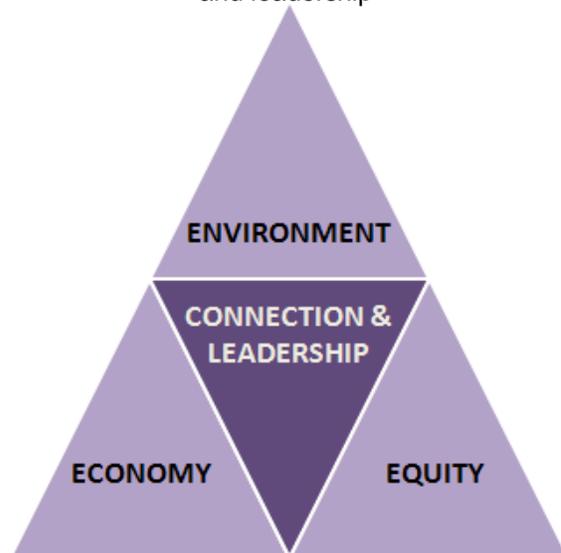
The authors and leaders who created the Vision hope it also speaks to the trade associations, community groups, large organizations and others who can make things go . or stop . in Linden. Clear visions give individuals, organizations and communities focus and direction during times of change and uncomfortable uncertainty. When there are many challenges and opportunities . and Linden has both . goals and strategies that come from shared visions help provide common ground for leaders to make decisions. In twenty years, it has gone from being a largely white, blue-collar manufacturing community with an enviably low property tax rate to becoming one of the most ethnically and economically diverse small cities in New Jersey. As old-time manufacturers have moved out (and are unlikely to return), taking with them other businesses that depended on the large firms, City officials face the challenge of balancing low taxes and providing the quality of services residents get in other areas.

When leaders commit to working from a clear and consistent vision, they can attract more of the kind of investment they want to see. People and businesses are more willing to invest their finances, time, and resources if they feel more confident and optimistic about a place.

In what was likely a first for Linden, more than 250 Linden residents and

businesses shaped the vision. In fact, the vision statement elements and many of its ideas came from participants in the various small group conversations, community meetings, and individual interviews that planners held from October 2009 through December 2010. The strategies presented here were chosen by a group of Linden community and business leaders who said they would commit themselves to seeing the strategies through.

Figure1.2: Two keys to sustainability: connection and leadership



With some exceptions . St. Georges Avenue and Wood Avenue . the Linden envisioned in 2031 will not look that much different than it does today. The clean, small scale and affordable neighborhoods would still be clean, small scale and affordable.

The areas east of Route 1 & 9 would remain a center for blue-collar jobs. But some of the businesses would be different . manufacturing, enabling and supporting green growth, developing clean energy, or assembling and transporting goods brought by ships in the Arthur Kill. Elizabeth and Linden Avenues would still welcome light industrial uses. St. Georges Avenue would continue to be a place where Linden residents go to get their necessities and personal services. But it would feel more like a set of neighborhood shopping centers than a smaller version of Route 1 & 9. With the Transit Village (an idea that came before this plan), Wood Avenue and surrounding streets near the train station would have more apartments and residents who are just as likely, if not more, to commute to Manhattan, than down the street. But more than that, Wood Avenue between the train station and Curtis Street would be the kind of place that Linden residents and visitors would want to go on weekends. And it would be a place that celebrates Linden's unique industrial heritage and ethnic diversity. The area south of Stiles Street near Blancke Street might be a small industrial campus or a new residential neighborhood with a state-of-the-art industrial training and education facility at the center.

Linden has long been a place of strivers . people who move to the City as they are moving up in the world. It will

continue to be that place. The biggest change will be in how Linden feels and acts . as a City and as a set of communities. Today, a disconnected set of communities is divided along ethnic and industry lines.

For most of the 20th century, Linden was a gray industrial city. In the last 20



Linden will be a city where leaders of different types of communities integrate their efforts to find better solutions more cost-effectively. It will be a place that welcomes and supports entrepreneurs and businesses who want to do well while being good neighbors.

years, it has become more of a pass-through city . a place that connects outsiders from 278 to the Parkway or from Newark and Elizabeth to Rahway and Woodbridge. In the 21st Century, it will be an industrial-plus city, a place, like Stuttgart, Germany, where green and gray coexist (and even support one another). It will be a place that attracts visitors from in and around Union County and gives residents reasons not to drive out somewhere else on family and date nights.

The planning team from The Leading Institute at Rutgers University . which includes experts in transportation planning, community development, local economic development and urban design . informed residents, businesspeople and leaders about issues, opportunities and challenges facing the city. The planners considered a wide variety of ideas, and recommended strategies that they felt best matched the priorities and capacity of those who would be involved in implementing the strategies.

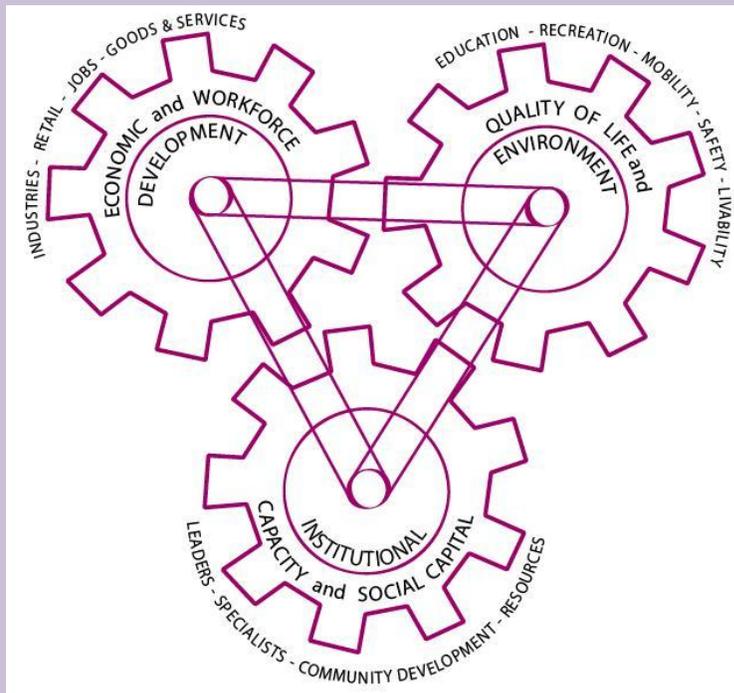
The Linden Sustainability Plan is funded entirely through a grant from the Office of Smart Growth in the New Jersey State Department of Community Affairs. The office gave the City a grant to prepare a plan based on principles of sustainability. Those principles include creating stronger economies that benefit residents and businesses alike, generating more opportunities for stakeholders to live healthier and happier lives, and protecting environmental resources in Linden. This Vision Plan does all of those things.

While the plan looks out over a 20-year horizon, it should be updated often . maybe every year . to keep up with changes in the city, and the changing demands of Linden's residents and businesses. Also, no one can predict the future with any certainty. The city will face new opportunities and challenges that could not be seen before today. As more people get more

involved in community issues, and new residents replace existing ones, interests and priorities are likely to change. Linden leaders can best adapt to these changes by being flexible about strategies while presenting a consistent vision for the future.

II. VISION STATEMENT

Linden, 2031 will be a more vibrant, sustainable city with a bigger role in New Jersey's economy. Building on one of its strongest assets, the city will accommodate 21st century industrial and manufacturing while re-establishing its downtown as an entertaining destination for residents and visitors. It will be a more livable city for all its residents, workers and businesspeople. Residents will have good access to quality jobs, education, shopping, services and recreation. Entrepreneurs and executives will find Linden a great place to start or grow their businesses. Leaders and stakeholders in the city . from government, education, business, and neighborhoods . will partner to cost-effectively make Linden more sustainable, livable and enjoyable.



FURTHERING THE VISION

To most cost-effectively pursue this vision the leadership within the city . including leaders from the public, private, educational, and community sectors . should focus on three areas over the next two decades:

Economic and workforce

development . Linden should protect and strengthen its industrial areas; enhance the quality of its retail environments to attract and retain quality businesses; increase the flow of wealth in and within the city, and generate more jobs; attract and support entrepreneurs, especially those who build businesses that help Linden distinguish itself from its competitors; manage circulation to improve the flow of labor, goods, and services; and promote workforce development strategies that make it easier for Linden residents to get jobs in Linden.

Quality of life and environment –

Linden should work to give residents throughout the city good access to quality jobs, education, shopping, services and recreation; collaborate with communities to develop local solutions to quality of life issues; manage circulation to enhance the mobility of residents, increase traffic safety and reduce the annoyances of traffic congestion; enhance the visual appeal of Linden's neighborhoods and corridors; and enhance efforts to

improve the physical environment in the city.

Institutional capacity and social capital

-- The City of Linden should increase its capacity to lead and coordinate improvements to the city's economy and quality of life by giving a strong executive leader the authority to harness and direct resources toward the vision; adding specialists to address industrial and retail development issues; and working with the Linden Public Schools system to address community development and quality of life issues. Leaders throughout Linden should work together to assist and guide government agency leaders, bring together their resources to address issues, and to further the vision in ways that complement the work of other sectors.

III. SUSTAINABLE PLANNING WITH LIMITED RESOURCES

The last few years of the 2000s were a difficult time for Linden families and the City of Linden. In the second year of the 2010s, there are signs that the national and state economy is getting better, but it may take years for the full benefits to reach Linden. How can Linden move forward with a vision without trying to do too much, too fast? There are several ways . besides cutting spending . for Linden to build the resources it needs to further this vision.

- **Invest in resources and people that can generate investment.** Someone looking to build a business in Linden is more likely to start by finding out about the city on the Internet than by making a call to a City department. Yet, the City’s website makes it difficult for an entrepreneur to get the kind of information that would make him or her want to go to the next step. Some information, such as a database of available properties, can’t be found on the City’s website. The author of this plan could not find information on the Special Improvement District covering Wood Avenue. Another good way to increase economic development activity is to invest in entrepreneurial people who understand the businesses and industries they are trying to attract. A lot of the work of economic development professionals today is in building productive relationships with potential and current investors . shaping the way they think about a place, making them feel welcome, and giving them confidence about the place.
- **Provide diversity of housing, services and experiences to appeal to every age group.** Communities should be family friendly. There should be good schools, nearby parks, as well as safe and secure housing and social services. But schools, parks, social services and other amenities that do not pay for themselves have to be paid for . usually through taxes or fees. A community must be financially sustainable to be socially and environmentally sustainable. And the more diverse the community is . in age, as well as other categories . the stronger it will be. It is important to develop environments that attract and retain adults without children. This means doing such things as ensuring there is an adequate supply of one and two-bedroom housing, providing services for seniors, and providing venues that appeal primarily to adults . such as adult education, fine dining restaurants and taverns. By attracting and retaining adults without children, Linden can better afford to provide the resources children and families demand.
- **Increase the property value of retail areas by making them more attractive to shoppers. After revaluations, owners of these properties would pay a higher share of the City’s overall property taxes.** Consider the case of Maplewood Township. It spent more than a decade making its village a regional destination for food, crafts and gifts. This effort is paying off for Township residents. Not only are they getting a more vibrant downtown, but the large increase in the value of village-area properties means many residents are paying a smaller share of their shared budget.
- **Build the capacity of associations, organizations and institutions to be effective partners with one another, and with City government.** Linden has an unusually rich pool of business development resources . the Linden Industrial Association, the Special Improvement District, and the Chamber of Commerce. Yet, our analysis found that these three organizations rarely team with one another to help in improving Linden’s business climate and attracting more businesses to the city. Neighborhood associations, religious organizations, and other civic groups could work together and with the City to create solutions that work for the distinct needs of different communities.

Section III. HOW TO READ THIS PLAN

This plan is designed to be read by anyone with an interest in Linden's future. The authors worked hard to avoid jargon and current buzzwords in planning, which may be unknown or have different meanings to members of the public. But there are some that were used in the interest of keeping the plan shorter and more readable. They are:

- ✚ **%City+:** When capitalized, the City means the government of the City of Linden. In lowercase, the %ity+ refers to the place, not the government. Similarly, %linden+ refers to the entire set of communities in the city, not just the government of Linden.
- ✚ **%Encourage+:** There are many ways that a city can encourage an organization or group to take action. Whether the city uses a carrot (such as tax abatements) or a stick (such as permitting practices meant to discourage some behaviors), should depend on a thoughtful analysis of the costs and risks of taking these actions.
- ✚ **%Walkability+:** Walkable places are those that are designed to encourage people to walk around. Walkable places usually have short blocks and goods or services no more than 1,500 feet (about a ¼ mile) from the edge of the walkable area. A place is more walkable if people feel more comfortable and safer walking along or crossing a path. For example, Wood Avenue near the NJ Transit station is more walkable than Route 1 & 9 near Park Avenue.
- ✚ **%Urban design+:** Urban design refers to plans and strategies connected to the locations of physical objects in a place . from buildings and roads to signs and street furniture.
- ✚ **%Explore+:** This plan is designed to inspire new ideas and better approaches to addressing the issues Linden will face in the next 20 years. No one can predict exactly what Linden will be in the next 20, 10, or even five years. It would be foolish and arrogant to try to provide a tight blueprint for the City's development. But there a lot of ideas that are worth exploring. Some may be right for a certain time and place; some may look good in theory, but are impractical or too expensive for the moment. We put in the %Recommended stepsõ +ideas that are worth exploring.

The reader may also notice some ideas, facts, and strategies repeated throughout the plan. The authors understand that those who read this plan cover-to-cover may be bothered by the repetition. But many people do not read a plan cover-to-cover. Even those that do, we believe, might appreciate a %ecap+ of key ideas. A reader who comes across the plan on an Internet search may only read the parts that are most connected

to his or her search term. Finally, the same strategy may serve different goals. For this reason, the strategy might be discussed in several sections of the report.

Some types of plans . such as work plans . are written as blueprints, giving readers step-by-step directions. The Vision Plan is designed to be a guide. It provides focus and direction through goals and strategies. It offers ideas on how to implement those strategies, based on what is known at the time of this writing. But every step should be considered thoughtfully. Cities are like clouds in changing climates . there is no way to accurately identify every element of a city, or understand exactly how all those elements relate to one another. And there is no way to accurately predict how changes in the economy, society, or technology will affect a city. Which tactics will work best at a given time will depend on a lot of factors . budget, political and public will, available technology, other priorities, etc. We recommend committing to the goals and key strategies, and take the recommended steps as good advice based on what we know, or believe, today.

Why put into the plan ideas that we believe should not be set in stone? Because

- Communities do best by exploring different options -- then either choosing among them or using the experience to generate new solutions.
- Leaders and stakeholders are more successful when they are active participants in their own future. This plan challenges readers to do that.
- Many of the people using this plan (or an update of it) 10 years from today will be different from those who developed it. Future users can benefit from understanding what was considered today.

Interests and concerns of Linden residents, businesses and leaders

This plan was developed by and for Linden residents, businesspeople, and the City officials who serve them. The following graphics show what residents and businesspeople said they most want, and what they are most concerned about. The authors heard many similar comments, whether the meeting was held at the offices of ConocoPhillips in the industrial node, or the sanctuary of Morningstar Community Christian Center near the Roselle border.

Planners used several strategies to hear . and get candid comments -- from a variety of stakeholders. These included large public meetings in which most of the time was spent listening to participants, focus groups with 10-20 participants (a format that helps

participants feel more comfortable sharing discomfoting comments), and individual interviews with key City officials who could provide %birds eye+views of Linden.

A key to reading these graphics: The larger the word, the more often it was said in public meetings and focus groups.

Credits:

This plan was developed by residents, businesspeople, elected and appointed officials and other stakeholders in the City of Linden. It was prepared by a team led by The Leading Institute at the Edward J. Bloustein School of Planning and Public Policy of Rutgers, The State University of New Jersey.

Linden Strategic Vision Plan Project Team:

Linden Economic Development Corporation

Ron Stefanowicz, Executive Director

Vision Linden Plan Project Director

The Leading Institute Project Team

Leonardo Vazquez, AICP/PP, Team Project Director

Swena Gulati, Team Project Planner

Martin E. Robins, Senior Advisor

Deborah Schulze

Bridget Smith

Additional contributions from Juan Ayala, InVisioneering

City of Linden Steering Committee

Angie Tsirkas, North Field Bank

John Miliano

Val Imbriaco

Steve Gassler

Ed Szmurlo

Liz Garcia, Infinium

Michael Karlovich, Conoco Phillips

Myles Hergert

John Strydesky

Pat Hero

Maria Castanheira

Ricardo Simmons

Virginia A. Malik

John Zieman

Comments from visioning surveys

Note: The following is a list of the various comments offered by Linden residents and businesspeople in focus groups and visioning sessions. The comments are presented as they were written in response to the questions.

In the Linden of 2030, I would like to see...

- *More parking options in downtown. Free. Garage. Multi-level. Eliminate meters (Utilize the train station parking lot) and for residential.*
- *Polish and beautify the stores along Wood Avenue. Revitalize façade. Make it a better gateway in to the City.*
- *Bigger and better school system to upgrade the ranking and to provide an excellent workforce.*
- *Revitalize Wood Avenue with stores, restaurants, etc.*
- *Incentives to keep existing businesses and attract new businesses. Fill vacant stores.*
- *Lower taxes. - Stabilize the tax rate. - Lower the tax burden on citizens.*
- *Promote green industrial development.*
- *Concentrate on bringing more industry to the area. There is too much 'brown land' that can generate tax revenue.*
- *Safer streets. - More security at the train station. More street lights- for safety and visibility. Security camera. - Make secure areas for parking bikes. - Neighborhood watch groups.*
- *Curb traffic and remove congestion.*
- *Multicultural stores, restaurants to bring in customers (- Be flexible in allowing diversity in business).*
- *Lower - Everyday crime & drugs. Deal with the gang activity.*
- *Movie Theater.*
- *Create industrial node concept to protect industrial character of Turnpike corridor. - Revitalize industrial base – with clean industries, green industries e.g. windmill*

or batteries for electric cars, or electric cars.

- *More anchor stores or mid-end stores.*
- *Design guidelines and ordinances & strict zoning laws should be implemented.*
- *Bring in more ratables.*
- *Clean up the city.*
- *Police station and police presence.*
- *Art Center/performing arts/museum.*
- *Sports activities or recreational center for kids & seniors.*
- *Better communication channel between government and residents/businesses.*
- *Reduced size of the government.*
- *Find willing developers/companies to clean up and rebuild brownfield.*
- *Free of pollution ...because we've had heavy industries and we can still smell the pollution in the air.*
- *Move forward with transit village. Continue development of downtown condominium and commercial development.*
- *Improve streetscape. More lighting.*
- *Larger retail space to have nicer fancy (high-end) restaurants.*
- *Keep small scale retail (no big box stores or shopping center).*
- *Affordable rents.*
- *More volunteers. - Solicit volunteers for beautification efforts.*
- *Promoting job growth by attracting new business, including major corporations.*
- *Provide incentives for home and property owners to make improvements.*

- *Share resources.*
- *Provide good/better infrastructure and city services.*
- *Request state support for industrial node concept.*
- *Dredge Arthur Kill to allow for more industrial maritime traffic.*
- *Promote heavy industry in Tremley Point area (no transportation or warehousing facilities).*
- *Promote financial incentives to attract industries.*
- *Promote bringing manufacturing back.*
- *Commit more monetary resources to economic development.*
- *Do energy audits for existing industries.*
- *Access to raw materials will create the need for new industry.*
- *Consolidate all available information on existing industries.*
- *Tech-industries & businesses. Attract technology. Not necessarily computers.*
- *Linden should offer easy and quick regulatory/ approval process to welcome industries.*
- *Restore wetlands along Arthur Kill and industrial properties.*
- *Create bus line connecting Roselle and Linden to Turnpike corridor properties.*
- *Light rail from Route 1 & 9 to downtown.*
- *Valet parking for nicer restaurants in downtown.*
- *Modernize and improve its roadways.*
- *Build a tunnel from Linden Ave. to Roselle St. under the railroad tracks.*
- *Make downtown walkable.*

- *Build more parks and bicycle lanes, especially by the GM plant.*
- *Vibrant downtown.*
- *Need for technical assistance to merchants including beautifying the stores and restaurants.*
- *We need some upscale shopping.*
- *“Utility island” – create self sustaining energy supply for businesses.*
- *Work in cooperation with the Special Improvement District.*
- *Restrictive zoning: Proximity restrictions for same type stores.*
- *Promote slow growth in Linden.*
- *Increase property values.*
- *Better quality jobs.*
- *It is important to change the image of the Linden.*
- *Make affordable housing for seniors.*
- *Create mega-school on vacant property on south side of Stiles Street.*
- *Increase city’s IT capacity.*
- *Encourage more business-community relations.*
- *Bring back vocational school.*
- *Attract any educational institution; it might help the city – some kind of satellite program.*
- *New condos may offer more community spaces.*
- *Develop partnerships, private enterprises and bodies of faith.*
- *More citizen participation.*

- *Raise the level of focus and support to the function of economic development.*
- *Continue working with county staff and federal officials to obtain grants to develop and enhance the brownfields.*
- *City should be held responsible for hiring consultants to assess the assets of the area.*
- *Wood Avenue is a county road... work with the County.*
- *Master Plan needs to be updated and municipality needs to be rezoned.*
- *Revamp zoning laws.*
- *Be more transparent.*
- *Respond to resident complaints.*
- *Stop corrupt politics.*

Summary of strategies: The comments from the interviews, focus groups and visioning sessions guided the vision statement, as well as the strategies listed in the following pages.

Economic and workforce development strategies

There are a number of economic and workforce development strategies, divided into these categories: capacity building, land use improvements, and workforce development. Strategies in this category include:

Capacity building strategies

1. Create these positions to attract more ratables -- industrial development specialist, retail development specialist, and circulation/transportation specialist
2. Revise City website to market city more effectively, provide information about available properties and initiatives
3. Build capacity in city to manage and update website effectively
4. Encourage LIA, Chamber of Commerce and SID to work together on business support and place marketing strategies
5. Develop business assistance programming to support small and mid-sized businesses

| |
|--|
| 6. Conduct market research for St. Georges Avenue and Wood Avenue |
| 7. Develop a city-wide marketing strategy |
| Economic and workforce development strategies |
| <i>Capacity building strategies</i> |
| 8. Encourage businesses and groups to hold meetings and events in spaces on and near Wood Avenue |
| 9. Continue to build stronger connections among City of Linden, Union County and State economic development agencies |
| <i>Land use strategies</i> |
| 10. Reserve areas along and east of Turnpike for larger industrial, including manufacturing, transportation and warehousing |
| 11. Make Wood Avenue between train station and Curtis Street a corridor for destination shopping |
| 12. Encourage small and low-impact industrial uses to locate along Elizabeth and Linden Avenue. Allow these uses . except auto-related uses-- to mix with retail and residential |
| 13. Reserve the Route 1 & 9 corridor for regional commercial uses, entertainment and auto sales. |
| 14. Work with NJ Transit to encourage the use of the train station for parking for Wood Avenue shoppers and merchants |
| 15. Develop a gateway at the junctures of Route 1 & 9 and Wood Avenue as well as St Georges Avenue and Wood Avenue to identify downtown Linden. |
| <i>Land use strategies</i> |
| 16. Create a visual design code for future development in the downtown area or SID. |
| 17. Redevelop all brownfields in ways compatible with neighboring uses. |
| 18. Maintain Linden Airport as is, as long as it remains commercially viable. |
| <i>Circulation improvements</i> |
| 19. Pursue missing link+as part of Goethals Bridge reconstruction |
| 20. Assist the New Jersey Turnpike Authority to expedite development of Tremley Point Connector Road |
| 21. Restrict trucks on South Wood Avenue and make Wood Avenue a more attractive place for shoppers |
| 22. Make St. Georges Avenue more walkable and promote pedestrian safety improvements there and on Route 1 & 9 |

23. Conduct a parking utilization study to determine to determine parking needs for down town shoppers

Economic and workforce development strategies

Land use strategies

24. Explore jitney or private van service connecting neighborhoods along St. Georges Avenue and South Wood Avenue with downtown, industrial node, and local shopping and job centers

Circulation improvements

25. Seek NJTPA funding for study of internal public transit needs and opportunity to establish jitney operations

26. Maintain lower density development along Stiles Street to reduce future increases in congestion

27. Conduct traffic counts on major roads and an origin-destination study with Linden businesses

Workforce development strategies

28. Build a stronger working relationship between Linden Public Schools and Union County College and Business Center

29. Create adult and youth training facilities that prepare them for success in the industries in Linden

30. Create an online job board to help Linden residents get jobs in Linden

31. Continue policies that encourage major corporations to hire Linden residents

32. Create policies that encourage use of vacant small scale industrial spaces for artist work spaces

Quality of life and environment strategies

There are a number of quality of life and environment strategies, divided into two categories: land use improvements and service/capacity building strategies

Land use strategies

1. Develop and implement an urban design plan to encourage the creation of a more unique downtown that attracts shoppers and promotes Linden's assets and heritage

2. Reserve Wood Avenue east of train station for community shopping and services

3. Improve the walkability of St. Georges Avenue with design improvements, landscaping etc.

4. Create citizen and business support to pursue alternative railroad crossing

5. Develop a greenway plan for the City, linking major parks and waterfronts where possible

Quality of life and environment strategies

Land use strategies

6. Along the edges of the greenway, require low impact development and offer development incentives to reduce pavement and enlarge the greenway
7. Create walking and bicycling paths throughout the city to promote healthier lifestyles

Service/capacity building strategies

8. Provide services that encourage Linden seniors to continue living in their houses
9. Revise City website to provide more services online
10. Conduct annual review of Linden Vision Plan and engage more residents from throughout the city
11. Work with neighborhoods to develop block-scale solutions to quality of life issues
12. Reuse older educational facilities for community and learning centers
13. Promote community building strategies throughout city
14. Work with neighborhoods east of Route 1 & 9 to develop acceptable pedestrian connections with rest of city
15. Improve City of Linden information technology infrastructure to enhance productivity and improve municipal services
16. Conduct an audit of city facilities and real property to make better decisions on spending for capital projects and equipment
17. Expand the open space network in the city through incentives and code regulations to require more pervious surface . especially on lots adjacent to waterways and drainage

Institutional capacity and social capital strategies

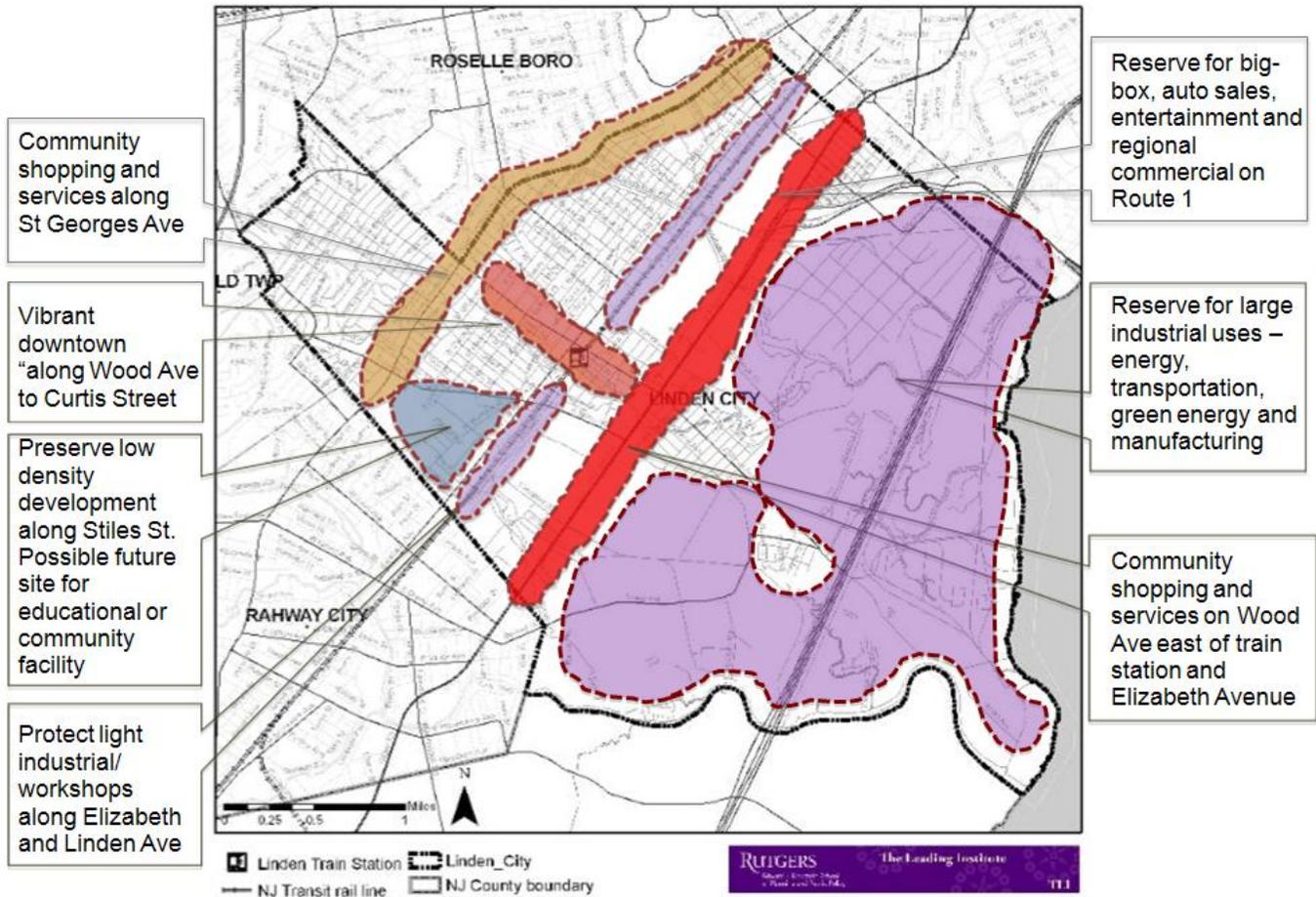
1. Revise City website with e-government solutions and increase City capacity to manage and revise site
2. Build and diversify pool of leaders within city to address issues and pursue vision
3. Build connections within sectors (such as among LIA, Chamber and SID)
4. Engage communities in dialogues about city-wide and neighborhood-scale visions and strategies

5. Use social media (such as Facebook or Twitter), to engage more residents on citywide issues

Institutional capacity and social capital strategies

6. Hold annual %envisioning Linden+events and activities to explore the future of the city and review Vision Linden.
7. Increase the use of the amphitheater as a community center for stakeholders throughout Linden

Figure 4.3: Land use concepts for Linden, NJ



IV. SHORT TERM AND LONG TERM PRIORITIES

The priorities should be as follows:

Short-term priorities should be undertaken within the next year, and they should be completed, or at least be mostly completed, within three years. Mid-term priorities should be explored and undertaken in five years or less. Long-term priorities are those likely to be started in 2021 or later.

Short-term: Strategies that can be used to attract significant investments into Linden or that build the capacity for Linden leaders and stakeholders to do more complex and sustainable tasks. These include:

- Create and staff industrial, retail and transportation/circulation specialist positions in Linden Economic Development Corporation to attract more ratables
- Revise City website to market city more effectively, provide information about available properties and initiatives
- Build capacity in city to manage and update website effectively
- Encourage LIA, Chamber of Commerce and SID work together on business support and place marketing strategies
- Reserve areas along and east of Turnpike for larger industrial, including manufacturing, transportation and warehousing
- Explore jitney or private van service connecting neighborhoods along St. Georges Avenue and South Wood Avenue with downtown, industrial node, and local shopping and job centers
- Seek funding for study of internal public transit needs and opportunity to establish jitney operations
- Maintain lower density development along Stiles Street to reduce future increases in congestion
- Develop urban design plan for Wood Avenue that attracts shoppers and promotes Linden's assets and heritage

Short-term: Strategies that can be used to attract significant investments into Linden or that build the capacity for Linden leaders and stakeholders to do more complex and sustainable tasks. These include:

| |
|--|
| <ul style="list-style-type: none"> ▪ Provide services that encourage Linden seniors to continue living in their houses |
| <ul style="list-style-type: none"> ▪ Revise City website to provide more services online |
| <ul style="list-style-type: none"> ▪ Conduct annual review of Linden Vision Plan and engage more residents from throughout the city |
| <ul style="list-style-type: none"> ▪ Conduct an audit of city facilities and real property to make better decisions on spending for capital projects and equipment |
| <ul style="list-style-type: none"> ▪ Build and diversify pool of leaders within city to address issues and pursue vision |
| <ul style="list-style-type: none"> ▪ Build connections within sectors (such as among LIA, Chamber and SID) |
| <ul style="list-style-type: none"> ▪ Engage communities in dialogues about city-wide and neighborhood-scale visions and strategies |
| <ul style="list-style-type: none"> ▪ Use social media (such as Facebook or Twitter), to engage more residents on citywide issues |
| <ul style="list-style-type: none"> ▪ Hold annual %envisioning Linden+events and activities to explore the future of the city and review the Vision Plan |
| <p><i>Mid-term: Strategies that increase opportunities for improving quality of life in communities, make the city a stronger beacon for entrepreneurs, and protect and promote natural resources in the city. These include:</i></p> |
| <ul style="list-style-type: none"> ▪ Develop business assistance programming to support small and mid-sized businesses |
| <ul style="list-style-type: none"> ▪ Conduct market research for St. Georges Avenue and Wood Avenue |
| <ul style="list-style-type: none"> ▪ Develop city-wide marketing strategy |
| <ul style="list-style-type: none"> ▪ Encourage businesses and groups to hold meetings and events in spaces on and near Wood Avenue |
| <ul style="list-style-type: none"> ▪ Build better connections among City of Linden, Union County and State economic development agencies |
| <ul style="list-style-type: none"> ▪ Develop a greenway plan for the City, linking major parks and waterfronts where possible |
| <ul style="list-style-type: none"> ▪ Along the edges of the greenway, require low impact development and offer development incentives to reduce pavement and enlarge the greenway |
| <p><i>Long-term: Strategies that sustain and protect quality of life in the city's communities and help Linden adjust to the challenges of increased investment and growth. These include:</i></p> |

- | |
|---|
| ▪ Explore creating an educational facility, south of Stiles Street, which focuses on helping adults and young people develop their skills for the kind of jobs found in and around Linden |
| ▪ Explore having family and youth entertainment activities along Route 1 & 9 |
| ▪ Create walking/bicycling paths throughout the city to promote healthier lifestyles |
| ▪ Create citizen and business support to pursue alternative railroad crossing |

V. ANALYSIS OF CURRENT CONDITIONS AND TRENDS

This section helps to explain how and why the strategies and priorities for Linden were chosen. Here, we discuss current issues and trends facing Linden now and in the near future, and also the shared interests of the hundreds of Linden residents and businesspeople who contributed to the plan. We explore Linden’s strengths and opportunities for dealing with emerging issues, as well as challenges and threats that the city should address to be more successful.

Socially and economically, Linden is going through its biggest transformation since it first became an industrial powerhouse. In 20 years, it has gone from being a mostly white, blue-collar city to a culturally diverse, industrial-plus city.

In 1990, there were about 36,000 people in Linden. About 71% of them were White (and not Hispanic). About 74% of residents spoke only English in their homes. A quarter of Linden residents worked in manufacturing, and many others worked in other industrial fields and blue-collar jobs.

Since then, the population has grown to about 40,500. Going into the 2010 decade, 45% of the residents in Linden are non-Hispanic White. (Hundreds of these residents are European immigrants, who likely consider themselves culturally distinct from a native-born White American. About 26% of residents are non-Hispanic African-Americans and 25% of residents are Latinos.

About 42% of residents speak a language other than English at home. They are not all speaking Spanish . about 16% of Linden’s population has Polish heritage, and Linden has attracted Portuguese, Creole, and other Slavic language speakers. Most of these residents speak English well . less than 1,500 out of more than 15,000 households in Linden are linguistically isolated. (Isolated households have no one over 14 who speak English.)

Only about 15% of Linden residents work in manufacturing.¹ More Linden residents work in health care, educational and social services.

The changes in the economy are even more striking. Consider: Between 1998 and 2008, the 07036 zip code area (which covers Linden) lost 2,410 private sectors. The number of jobs in Linden went from 19,950 to 17,550 -- a 12% drop.²

Between 1997 and 2007:

- ✚ There were 4,300 fewer manufacturing jobs in Linden . a 52% drop. (From 8,200 to 3,890)
- ✚ There were 560 more retail jobs . a 24% increase. (From 2,300 to 2,860)
- ✚ There were 560 more jobs in health care and social services . a 103% increase (From 540 to 1,100).

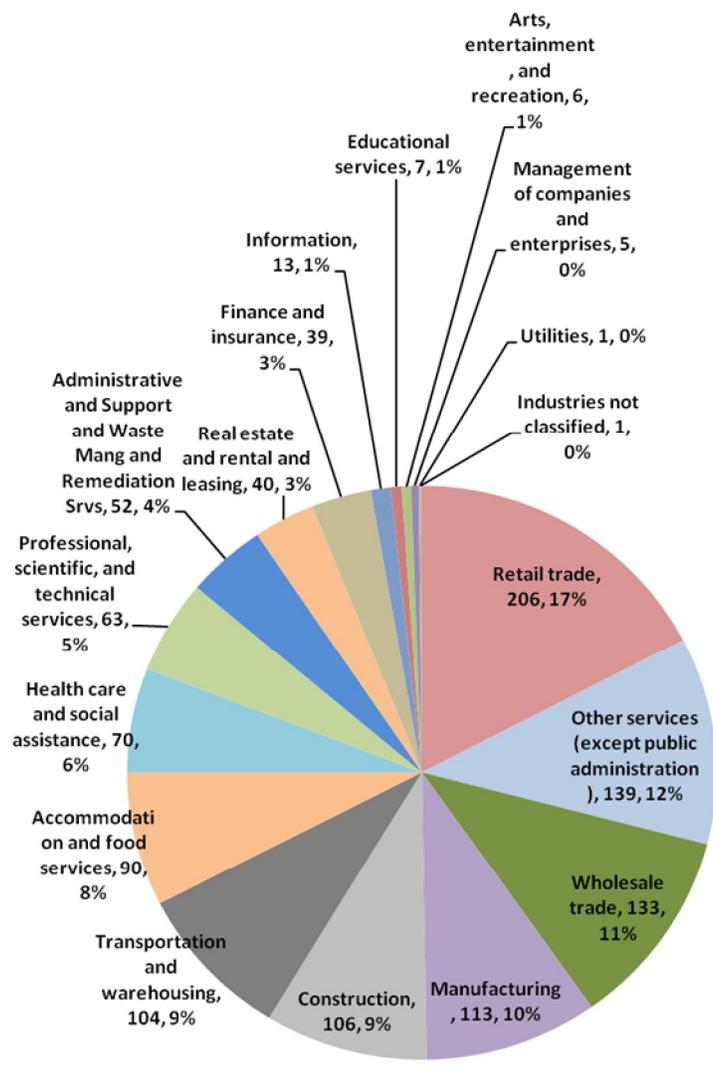
In 2007, there were almost as many jobs in the retail, health care and social services fields together as there were in manufacturing. Given

¹ Source: US Census Bureau, 2000 Decennial Census and American Community Survey (2005-2009 database). Detailed information from the 2010 Decennial Census was not available as of the time of the writing of this plan.

² Source: County Business Patterns, survey of employers. This figure does not include public sector jobs or those of self-employed workers.

trends over the past 10 years, it is likely that there are more white-collar and what has been known as pink-collar jobs (because of the higher percent of women in those jobs) than blue-collar jobs in Linden.

Figure 6.1: Types of establishments in Linden, NJ, 2008



In 2008, the retail sector had the highest number of establishments followed by wholesale trade, manufacturing, construction, and transportation sector.

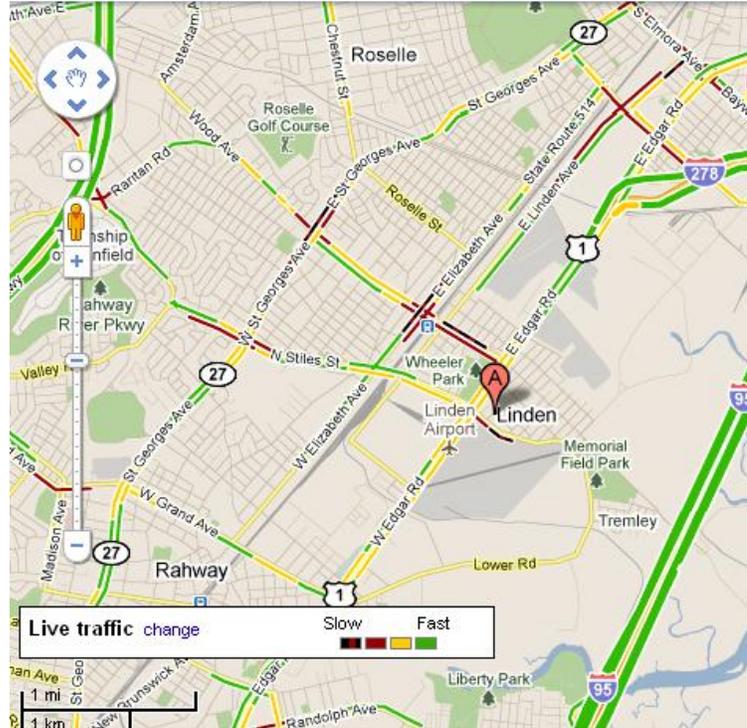
**KEY ISSUES AND TRENDS:
LINDEN'S OPPORTUNITIES
AND CHALLENGES**

The following is a summary of key issues facing Linden. More detailed information, including statistics, can be found in the appendices.

**Economic and workforce
development conditions**

Current conditions and trends: Linden is directly connected to one of the busiest transportation and industrial areas in the United States. Although there is less manufacturing than there was 20 or 30 years ago, northern New Jersey still has active transportation and industrial activities because of the presence of Newark Liberty Airport, the sea port in Newark and Elizabeth, and demand from goods in the greater New York City area. Also, Linden has a long shoreline along the Arthur Kill River, which could become a much more active area for maritime activities if the Bayonne Bridge is raised and the river is dredged to make room for larger ships.

Figure 6.2: Traffic congestion during typical evening rush hours in Linden, NJ. Red shows highly congested roads. Yellow lines indicate slow-moving traffic. This image taken from Google Maps at 5 pm on April 13, 2011



Residents and businesses we spoke to for this plan were very supportive of industry in Linden. There was a strong consensus that industrial uses should be supported, both as a way to bring in taxpaying uses that could reduce burdens on other taxpayers, and also as a source for jobs for residents and business for providers of goods and services.

There was also a strong interest in making Wood Avenue a destination retail area. That means that Wood Avenue should become a place where residents and visitors would want to go to shop for non-essential items (gifts, designer clothing, and entertainment

goods), eat at nice+restaurants, or simply walk around.

Traffic congestion is also a concern . but not just because of the inconvenience to residents. When transportation companies, manufacturers, and businesses of all kinds lose time because their cars and trucks are stuck in traffic, they lose the opportunity to generate bigger profits.

This can make Linden a less attractive place to open or sustain businesses that depend on moving goods quickly.

Perhaps not surprisingly given the timing of this project (it started during the worst part of the Great Recession), residents and businesspeople showed a lot of

concern about higher taxes and about how to create jobs.

Quality of life and environmental conditions

On one side of Route 1 & 9 in Linden are big tanks and large flat-top buildings. Some are warehouses and small industrial plants. Others are large retailers. There are occasional houses and small stores. On the other side are rows of retail stores and small, tidy one and two-family houses on short blocks, occasional small apartment buildings, (and a residential tower near the train station) parks and schools.

They are connected and intersected by long, wide roads, such as Route 1 & 9

Figure 6.3: Wood Avenue in downtown Linden, NJ



Figure 6.4: Park and playground in residential area of Linden, NJ



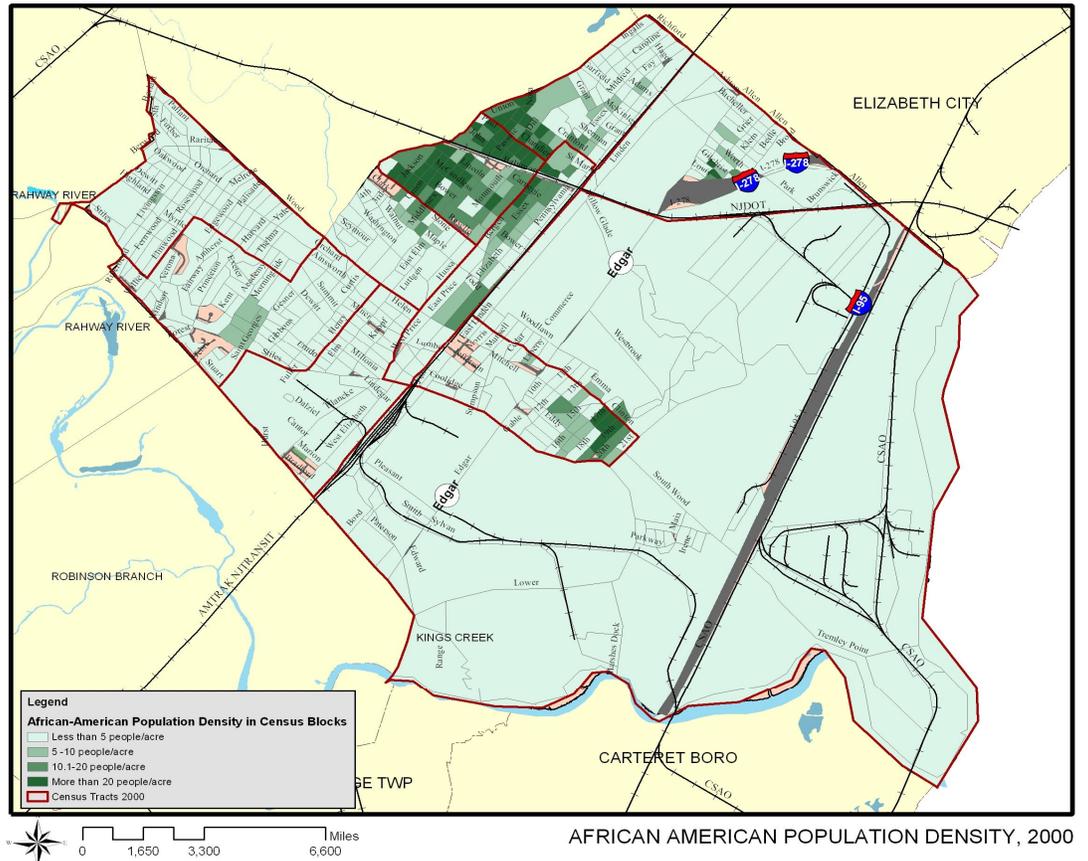
Institutional capacity and social capital issues

There are many communities in New Jersey and around the country that would seem to have everything they need to be economic powerhouses and to be great livable communities. These communities have good infrastructure, enough population to support quality retail and

and St. Georges Avenue, where many Linden residents, and people outside of the city, go to get their necessities, and sometimes food made from recipes that came from Portugal, Latin America, or Poland. Residents we spoke to seemed generally satisfied with the quality of parks and senior services, but less so with the quality of schools in the city. Rising property taxes were a big concern as well.

business activities, a large number of social service providers and social

Figure 6.5: Concentration of African-American population in Linden, NJ, based on latest available data



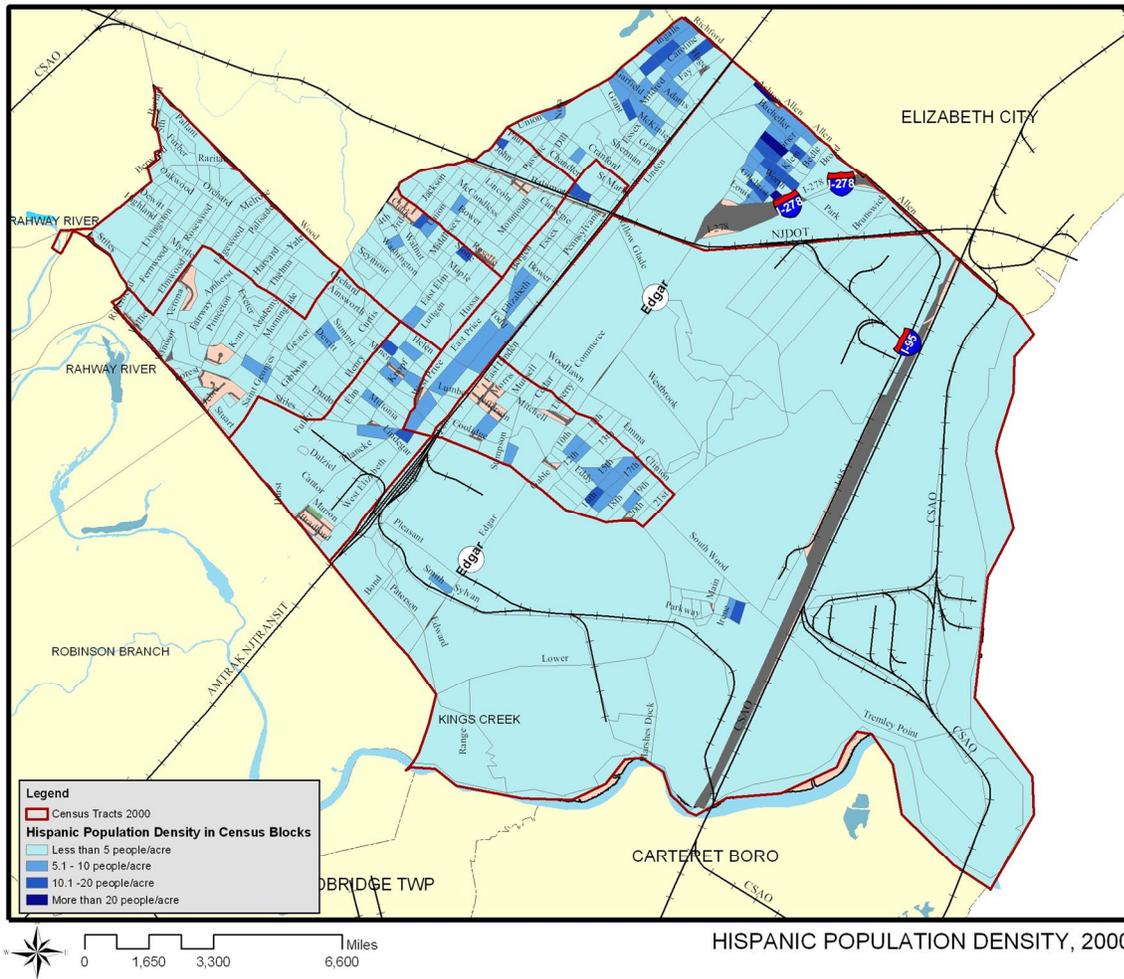
infrastructure (groups, city agencies that support social services) . yet consistently suffer from high crime, unemployment, disinvestment and other problems.

Often the problem is a lack of good connections and relationships among and between people. This aspect of a city's environment rarely shows up on

their decisions, and so often get overlooked.

But there are indicators that things are not as they should be . the lack of ethnic and other integration between neighborhoods, the number of organizations that should be working together . and aren't, and the lack of a clear voice and vision from leaders in

Figure 6.6: Concentration of Hispanic/Latino population in Linden, NJ, based on the latest available data



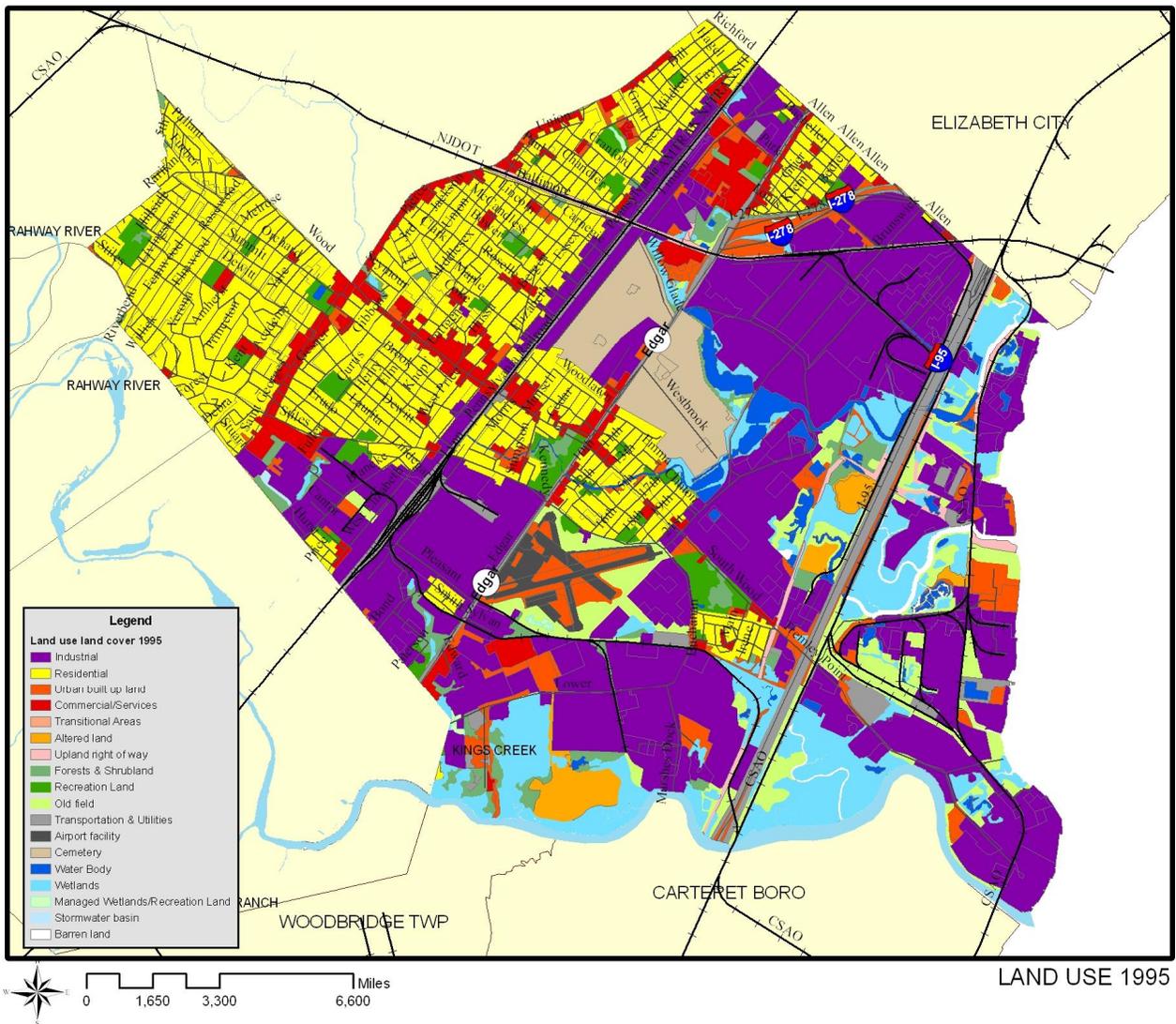
the tables and charts that planners, architects and engineers use to make

the community. Linden suffers from all of these issues. Though the city is racially and ethnically diverse, most

LAND USES IN LINDEN

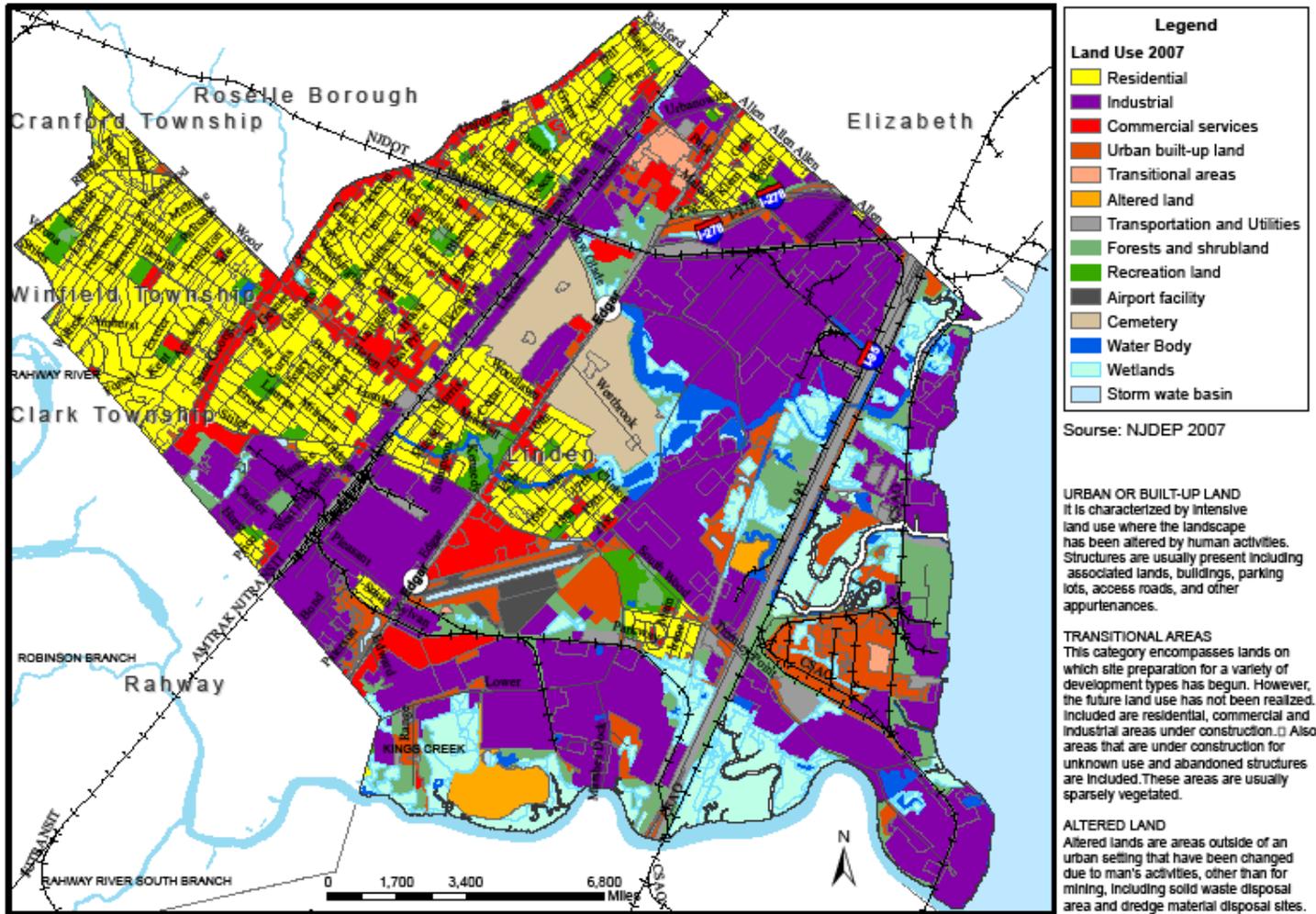
The following maps from the New Jersey State Department of Environmental Protection show the increase in the amount of land used for retail (shown in red) and the decrease in the land used for industrial purposes (shown in purple). Residential areas are shown in yellow.

Figure 6.8: Land use and land cover in 1995 and 2007, in Linden, NJ



City of Linden, New Jersey

LAND USE/ LAND COVER 2007



STRENGTHS, OPPORTUNITIES, CHALLENGES AND THREATS FACING LINDEN

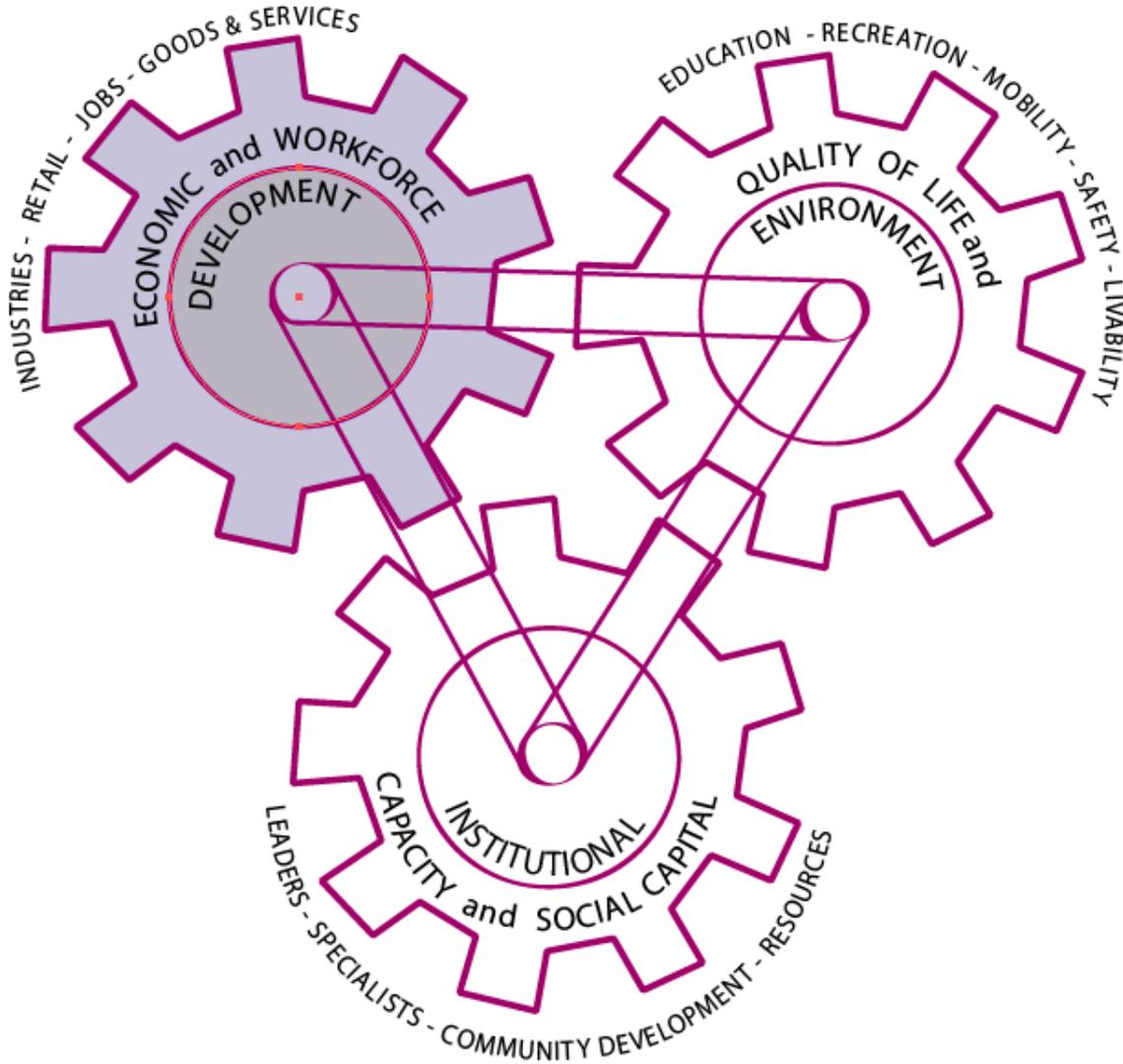
| Strengths and opportunities | Challenges and threats |
|---|---|
| <ul style="list-style-type: none"> <li data-bbox="175 373 831 451">✚ Good access to core transportation network assets: <ul style="list-style-type: none"> <li data-bbox="175 457 831 535">▪ Good highway access (Route 1, NJ Turnpike, Goethals Bridge, GSP) <li data-bbox="175 541 831 661">▪ NJ Transit train station on important Northeast Corridor/North Jersey Coast lines <li data-bbox="175 667 831 745">▪ Proximity to Port Newark, Port Elizabeth and Howland Hook (Staten Island) <li data-bbox="175 751 831 829">▪ Waterfront access for commercial maritime uses <li data-bbox="175 835 831 913">▪ Proximity to Newark Liberty International Airport <li data-bbox="175 919 831 997">▪ Availability of large vacant and underutilized tracts of land. <li data-bbox="175 1045 831 1165">✚ New Turnpike connector road in Tremley Point can attract new redevelopment and industrial projects. <li data-bbox="175 1213 831 1291">✚ Rail connections can attract airport-related activities. <li data-bbox="175 1339 831 1459">✚ Possible raising of Bayonne Bridge could increase commercial maritime activity along Arthur Kill. <li data-bbox="175 1507 831 1669">✚ Availability of smaller industrial and warehousing spaces near transit stops can attract entrepreneurs and small businesses. <li data-bbox="175 1717 831 1837">✚ Corridors are economically distinct, making it easier to locate different types of activities. | <ul style="list-style-type: none"> <li data-bbox="857 373 1461 493">✚ Congestion on major highways and streets impacts quality of life and business development <li data-bbox="857 541 1461 661">✚ Route One development and inability to correct traffic bottlenecks elsewhere could worsen traffic congestion. <li data-bbox="857 709 1461 829">✚ Increased job growth west of Linden will increase traffic congestion between Route 1 and Garden State Parkway. <li data-bbox="857 877 1461 997">✚ Northeast Corridor rail line limits <i>vehicular</i> east-west mobility and options for congestion management. <li data-bbox="857 1045 1461 1123">✚ Aging sewers may create additional costs for future development. <li data-bbox="857 1171 1461 1375">✚ Numerous small and abandoned industrial properties on small and medium-sized properties west of Turnpike Corridor make revitalization more difficult. <li data-bbox="857 1423 1461 1543">✚ Rising property tax levels make it more difficult to attract homeowners and businesses. <li data-bbox="857 1591 1461 1753">✚ Focus Group participants indicated that Wood Ave. should be a destination for retail and activities that Linden residents look for in other towns |

| | |
|--|---|
| <ul style="list-style-type: none"> ✚ City has strong edges between heavy industrial and residential areas, making heavy industrial easier to locate. ✚ Many parks throughout the city and the reclaimed landfill enhance quality of life. ✚ Linden's access to New York City more important with ARC Tunnel project gone. ✚ Leadership support for increased development downtown, which can attract more consumers to Wood Avenue. ✚ Support in business communities and among City leaders for retaining and growing industrial base. ✚ Many active groups in Linden can help make things happen . or stop -- more quickly and efficiently. ✚ History of engagement between government and major businesses makes it easier to build partnerships. ✚ City has large population of long-time residents, who can provide cohesion and know-how in community and local economic development. ✚ The amount of cultural and ethnic diversity makes Linden distinct among smaller cities in New Jersey. ✚ Growing interest in environmentally sensitive development, which can make it | <ul style="list-style-type: none"> ✚ Lack of momentum on Transit Village plan hampers efforts to attract new development downtown. ✚ Inadequate shopper parking downtown. ✚ Connections among businesses, entrepreneurs, City and School Board are underdeveloped. ✚ Some residents are feeling unsafe in their neighborhoods because of teens in groups acting unruly, speeding drivers on residential streets. ✚ Uncertain future of growth of %big box+ highway-oriented merchandising. (Growth of Internet challenges highway-oriented development.) ✚ Some concern about there being too many big box stores along Routes 1/9. ✚ Strong economic development competition from communities north and south of City and in Staten Island. ✚ Revitalization/gentrification of Rahway will increase competition for middle and upper-middle class residents. ✚ Linden's position as the end point for the Rahway River and smaller streams makes it more vulnerable to flooding or water-borne problems because of climate change and increased |
|--|---|

| | |
|--|---|
| <p>more difficult to attract heavy industry.</p> <ul style="list-style-type: none">✚ Demographic trends in the region (more immigrants and empty nesters) support demand for multi-family housing near transit and downtown amenities.✚ Large immigrant population and diversity creates opportunities for new and distinct business districts in Union County.✚ City can capitalize on growth of leisure and arts industries in region because of its diversity and closeness to Newark Airport and arts destinations.✚ As suburban communities become less attractive to smaller industrial properties, Linden can be a more attractive location.✚ Protection of wetlands near industrial areas allows City to show it can be both green and business-friendly, and attract green industries.✚ Like the Ironbound in Newark, Linden could attract more strivers who are priced out of other urban destinations. | <p>development in northern and western communities.</p> |
|--|---|

VI. DISCUSSION OF STRATEGIES:

Economic and workforce development strategies



ECONOMIC AND WORKFORCE DEVELOPMENT STRATEGIES³

This section of the plan describes how Linden should address issues within the city, face threats from outside the city, and take advantage of opportunities available now, or likely to be available, in the next 20 years.

Capacity building strategy

- 1. Create these positions in Linden Economic Development Corporation to attract more ratable: industrial development specialist, retail development specialist, and circulation/transportation specialist**

The Linden Economic Development Corporation, the City’s arm for economic development, is working above and beyond capacity. LEDC’s sole employee is working on about a dozen projects that together could generate millions of dollars in revenue to the city. (See Appendix 2 for a list of current projects as of May 2011) This is too much for effective economic development practice, and makes it difficult, if not practically impossible, for the LEDC to see through new projects. A lot of economic development work today is focused on building relationships with investors and businesses, and shaping their thoughts about a place. Today’s economic development specialist spends more time marketing a place than conducting location quotient studies or other textbook work.

Linden is a distinctly complex place . a small city with large and vacant industrial areas that this Vision intends to remain industrial, and four major retail corridors . Route 1 & 9, Wood Avenue, St. Georges Avenue, and Stiles Street. The industrial areas are distinct as well. Linden and Elizabeth Avenues have active light industrial uses alongside houses and stores. The City faces a delicate balance of maintaining a climate that creates jobs . access for trucks, regulations that are not too expensive for property owners . while enhancing the quality of a living atmosphere for residents. The areas

³ Some ideas are repeated in this plan for emphasis

east of the New Jersey Turnpike are suited for energy producing uses. But a recent controversy involving a cogeneration plant shows that there is an active group of people who are suspicious of having these uses in or near their towns. An industrial specialist could serve as a go-between for environmentalists and industrialists and help to smooth the way for the type of development that both can live with. Another growing opportunity for Linden is in maritime industry. If the Arthur Kill is dredged to create a 45-foot channel, Linden becomes a more attractive location for barges and ships to load and unload goods.

There are special needs for owners of industrial businesses that retailers don't have, and vice versa. For example, industrial businesses are likely to have to get special permits for their activities, and are more likely to have to deal with redeveloping brownfields properties. An industrial specialist would be knowledgeable about industrial permitting issues, brownfields redevelopment, and at the same time be knowledgeable in the interests and concerns of Linden residents and stakeholders.

A retail specialist would have a stronger understanding of issues related to the marketing of Linden, and of how to guide new development so it can best succeed and fit within the goals of a particular corridor. For example, several

residents at focus groups and visioning sessions complained about too many dollar stores and "chicken shacks." Yet, the fact that they exist means that there is demand for these stores. . at least some of it within Linden.

Industrial Specialist, Retail Specialist and Transportation Specialist

Sample job descriptions and qualifications:

The Linden Sustainability Plan recommends the City of Linden hire an industrial specialist, retail specialist and transportation specialist. Here are some of the following tasks each position can do to further the Vision.

Industrial Specialist

- Maintain up-to-date inventories of current industries in Linden and available sites for new development. Site inventories would include the various types of information that businesses and developers need to make investment decisions, and would be updated regularly on the City's website.
- Provide support . in the form of assistance, coordination, promotion and other activities . to help desirable industries locate in Linden.
- Monitor and provide support, as needed, in the cleanup and redevelopment of brownfields.
- Facilitate better communication between industries (and their representatives), other business groups, community groups, interest groups and Linden Public Schools.
- Provide information and other support to help improve and maintain good working conditions between industries and the City.
- Provide support, as possible, to new initiatives that further the Vision.
- Support the stewardship of the Linden Strategic Vision (and its future revisions) as it pertains to industrial uses in Linden.
- Receive and Provide to public information about industries in Linden to promote better relationships between the industrial sector and communities within the city.

Job descriptions and qualifications:

Retail Specialist

- Maintain up-to-date inventories of current businesses in Linden and available sites for new businesses or development. Site inventories would include the various types of information that businesses and developers need to make investment decisions, and would be updated regularly on the City's website.
- Provide support . in the form of assistance, coordination, promotion and other activities . to help desirable businesses locate in Linden.
- Facilitate better communication between retail businesses (and their representatives), other industry groups, community groups, interest groups and Linden Public Schools.
- Provide information and other support to help improve and maintain good working conditions between businesses and the City.
- Provide support, as possible, to new initiatives that further the Vision.
- Facilitate communications between the City and the Special Improvement District and support the efficient development of the Transit Village.
- Provide and receive information to the public about businesses and business conditions in Linden to promote better relationships between the industrial sector and communities within the city.
- Build support and capacity for the revitalization of St. Georges Avenue.
- Promote cost-effective strategies to help entrepreneurs build and expand their businesses in Linden.
- Support the stewardship of the Linden Strategic Vision (and its future revisions) as it pertains to retail uses in Linden.

Job descriptions and qualifications:

Transportation Specialist

- Support City departments in efforts to reduce traffic congestion. This would include managing or coordinating traffic congestion and traffic calming efforts throughout the city.
- Support the development of public transportation options that better meet the needs of Linden residents and visitors.
- Support and manage projects that improve walking, bicycling and other ways that residents and visitors can move about town without relying on cars.
- Work with the Linden Police Department to monitor accidents and unsafe conditions that could require some involvement by the City.

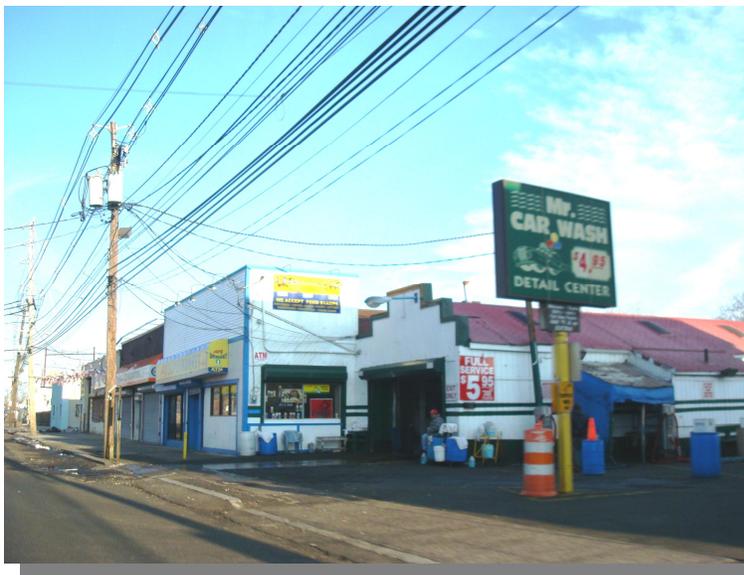
A retail specialist can help attract and retain the kind of shopping and other businesses that residents would like to see. The specialist could work with the Special Improvement District along Wood Avenue to market that area as a Linden living room and promote and manage design standards that make the area more attractive and safer to shoppers. The retail specialist could also do market analysis, and work with the LIA, SID and Chamber of Commerce on marketing plans for the City.

Figure 7.1: Retail stores along Wood Avenue Linden, NJ



The kind of work envisioned by these positions could be done with shared

Figure 7.2: Highway-oriented businesses along St. Georges Avenue, Linden, NJ



services agreements with other communities, but should not be done by consultants. It would be far more expensive to ask consultants with this

kind of knowledge to manage relationships with investors. In house retail and industrial specialist approach is more cost effective and practical. Consultants will plan and report but will not execute plan implementation.

Because the City does not have a planning department, the three specialists should work in the Linden Economic Development Corporation (the transportation specialist should be shared with the City's Engineering Department).

This organization will make it more likely that the specialists will share ideas and be focused on the economic development goals of this plan.

To move forward on this recommendation, the City should review the work and compensation of industrial, retail and transportation specialists in and around New Jersey.



Capacity building strategy

2. Revise City website to market city more effectively, provide information about available properties and initiatives



This is one of the most important first steps the City should undertake to enhance its ability to attract new investment and better serve residents and businesses. The Internet is now the main way that many people get information. A young entrepreneur looking to open a new business in Linden is much more likely to go to the City's website first than to schedule a meeting with a City official. The current Linden City website is poorly designed both as a vehicle for attracting new investment and for giving residents and businesses vital

information. Among the changes that should go into place soon are:

- ✚ Making the website a database-driven site, so visitors can quickly find the information that they seek. An interested developer might be looking for maps and a list of vacant properties in the city. A resident might be looking for forms for a license or permit, or the contact information for the right person in a particular department.
- ✚ Reorganizing the content to make it easier for visitors to find information. There is too much information on the home page of the website, and there is no clear organization of the information. This can confuse the site visitor, which can affect that person's view of Linden.
- ✚ Identify and create links to resources for those interested in developing property or expanding their business in Linden. For example, it is surprising that the City touts the Transit Village plan on the front page of the website, yet provides no discussion or contact information for the downtown Special Improvement District.

A wholesale revision of the website might take several years. The City should take an approach and work with web designers who can develop a website that can grow and provide more value as the City is able to dedicate

more resources to the site. The website should be updated every year and be re-done every five years. The first priority should be on the portions of the website that would attract new investment and support continued or expanded investment in the City.

To follow model practices for information technology, the City should plan to update the structure of its website at least once a year, and expect to do a major revision every five years.

The City's website should be a part of the City's overall marketing strategy. Places, like products, need to be marketed in many ways to attract investors.

Steps to revising the website should include:

- ✚ Surveying city departments, residents and businesses about what type of information they would find most helpful on the website.
- ✚ Reviewing model websites of other municipalities.
- ✚ Working with a web design specialist to develop a detailed request for proposals to determine the costs of website revision.
- ✚ Entrusting the project to a person or team that understands both the

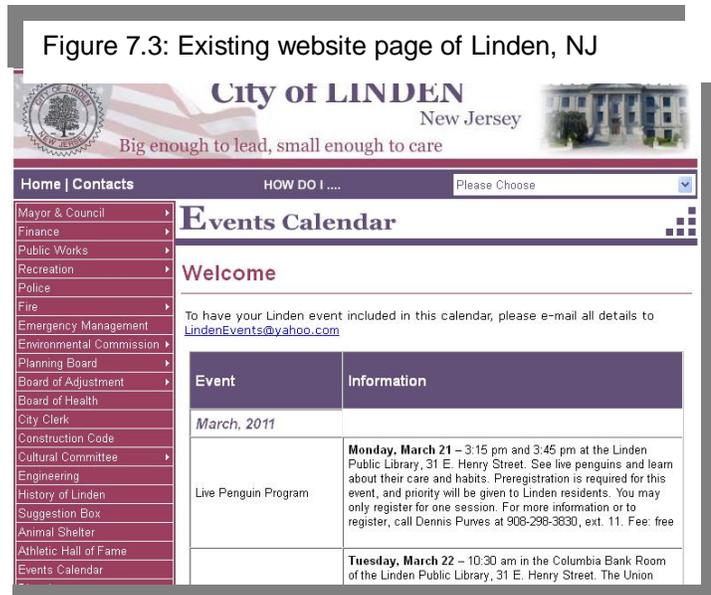


Figure 7.3: Existing website page of Linden, NJ

importance of web design and e-government.

Capacity building strategy

3. Build capacity in city to manage and update website effectively

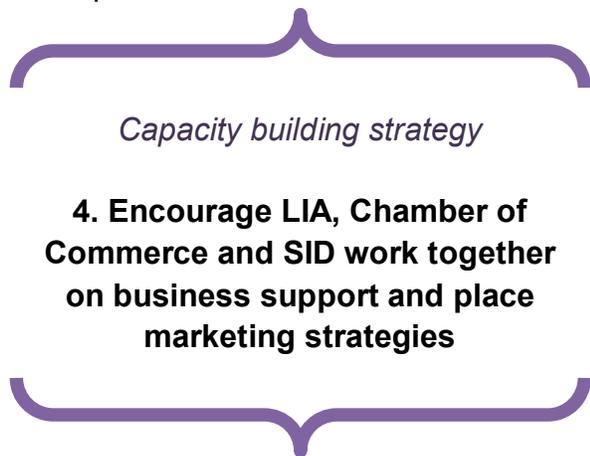
Like a city, a website works best when it follows a clear vision, focuses on those things that stakeholders value most, and is supported by city departments and external organizations that support the mission. It is clear from the hodgepodge of information on the site now that it is not functioning this way.

City departments should be involved in shaping the new website, and then be responsible for providing timely

information that best meets the needs of residents, businesses, visitors and potential investors. Without a dedicated communications professional to manage the site on a daily basis, Linden needs its various departments to work together to ensure that the site provides consistent quality and adds value to city stakeholders.

Recommended steps to this goal:

- ✚ Identifying staff in the departments of public agencies to update the portion of the website related to their departments.



Capacity building strategy

4. Encourage LIA, Chamber of Commerce and SID work together on business support and place marketing strategies

For a small city, Linden is unusually fortunate to have three non-governmental organizations that focus on economic development issues. But in our research, we found little evidence that the LIA, Chamber of Commerce and Special Improvement District teamed to address issues. Their combined efforts could significantly enhance the City's ability to improve the

business climate in Linden and attract new investment.

For example, several focus group participants complained of some downtown businesses engaging in practices that tarnished the image of Wood Avenue -- such as putting up poorly-made handmade signs in their storefronts.

The business groups could work with merchants to help them enhance their business and marketing practices, the groups could also help with needed research on Linden's trade areas and circulation by encouraging their members to fill out surveys. The groups could also actively support the City's efforts to attract new investment by providing a business-to-business credibility that a public entity might not have.

Recommended steps to this goal include:

- ✚ The groups should initiate this effort. If the groups themselves do not, or one or more of the groups is unwilling to work together, City officials should encourage (or pressure) the groups to begin talks and develop strategies.

Capacity building strategy

5. Develop business assistance programming to support small and mid-sized businesses

More than half of all small businesses fail within 10 years of their birth. Among the biggest reasons are that many small business owners lack knowledge in business or management skills, misread or misunderstand their market, or otherwise engage in business behaviors that make them less competitive and attractive. Business assistance services -- from helping an entrepreneur open a business to advising a businessperson on marketing and management strategies -- can help make good businesses stronger. In some communities, business assistance is provided by local

governments; in others, by nonprofits, such as community development corporations. With little capacity in Linden, City government to take on these tasks, the organizations that could best provide these services would be the business-oriented groups in the City -- Linden Industrial Association, Chamber of Commerce, and the Special Improvement District. They would not need to generate their own training programs; instead, they could work with colleges, business assistance organizations and others to connect local businesses with resources that could help them thrive. Depending on the level of demand for assistance, the City should consider creating a business assistance center as part of a long-term strategy.

Recommended steps to this goal: include:

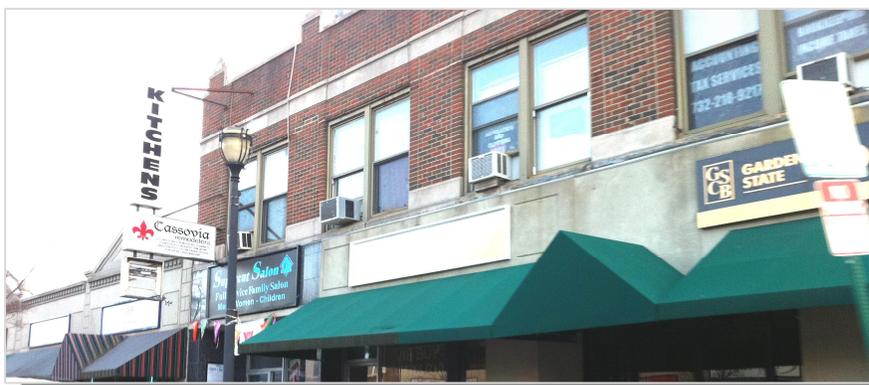
- ✚ The City and its partners should identify organizations and educational institutions in New Jersey that provide business

assistance at low costs.

- ✚ The City and its partners working with Linden Public Schools system and the Linden Public Library to find training locations within Linden.

- ✚ The City and its

Figure 7.4: Retail signs on Wood Avenue, Linden, NJ



partners marketing business assistance services -- in Spanish and Slavic languages as well as in English.

Capacity building strategy

6. Conduct market research for St. Georges Avenue and Wood Avenue

To most cost-effectively attract and retain more shoppers, businesses along St. Georges Avenue and Wood Avenue should know the primary trade area of those corridors, as well as the specialty trade communities. (Primary trade area is usually defined as the area from where 70% of consumers come from. Specialty trade communities are groups of people who frequent an area.) The success of big box stores on Route 1 & 9 indicates that that corridor attracts consumers from at least a 20-minute drive time to Route 1 & 9.

Wood Avenue has a number of Polish-oriented businesses and some boutiques. But it is not clear whether most of the people shopping in these stores live in and around Linden, or come from other communities farther away. (The area of Paterson known as Little Lima attracts Peruvians from around

the New York area, but is little known outside of Paterson and Peruvian communities.)

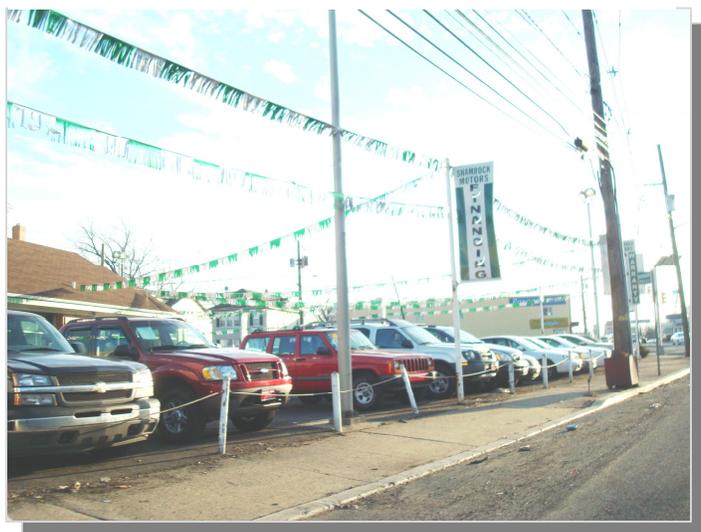
St. Georges Avenue has a mix of auto sales and community-oriented businesses, such as pharmacies and small restaurants.

Knowing the primary trade areas and specialty trade communities of these corridors can help the City and organizations such as the Special Improvement District make better choices in using limited marketing dollars and deciding what types of events and promotions to hold.

Recommended steps to this goal:

- ✚ The City or partnering organizations surveying local businesses to discover where their customers come from, then mapping the primary and specialty trade areas.
- ✚ The City or partnering organizations surveying shoppers and service

Figure 7.5: Auto sales on St. Georges Avenue, Linden, NJ



consumers to understand better what attracts them to Linden, what brings them back, and what would encourage them to spend more time along the commercial corridors.

Capacity building strategy

7. Develop city-wide marketing strategy

New York is %sophisticated.+ Los Angeles is %cool and laid-back.+ Sedona, Arizona is %spiritual.+ As with a business, a clear marketing strategy for a city can help it attract the kind of investment and consumers that stakeholders would like to see. The Vision Plan is designed to help in the City's promotional effort. However, the City or partnering organizations should, within the next five years, conduct a brand image assessment of Linden. This assessment will help Linden officials and leaders better understand how the consumers perceive the city, businesses and investors they want to attract. Leaders can use this knowledge to address the issues that may generate negative images for the city and work to re-brand Linden in the eyes of their preferred markets.

Recommended steps to this goal:

- ✚ The City or partner organizations conducting a brand image assessment of Linden. (To increase the credibility of the study, it should be conducted by an independent group or contractor.)
- ✚ Leaders within Linden working together to develop marketing strategies -- including stories, slogans, and images, to most effectively promote the city.

Capacity building strategy

8. Encourage businesses and groups to hold meetings and events in spaces on and near Wood Avenue

Revitalizing Wood Avenue is a bit of a chicken-and-egg situation. Business people want to feel comfortable that there will be enough customers to justify investing in the area or spending much more on their businesses. Customers want a wide variety of dining and shopping, and prefer to be in stores and places that look clean, well managed and regularly upgraded. One of the easiest ways to bring more people to Wood Avenue . and attract more investment in the area . is for businesses and associations to hold more functions and meetings there.

Recommended steps to this goal:

- ✚ There are reasons why more businesses and groups do not already make more use of Linden’s downtown restaurants. The Special Improvement District and the City should find out why. They should survey large businesses and groups in Linden to find out about their usual needs for functions . . . number of seats, equipment and space for presentations, etc. . . and determine which, if any, sites in the area can meet those needs. (The Linden Library has a meeting room that can hold 100 people, so it may be a good choice for some smaller functions.)
- ✚ If there is a frequent demand for the type and size of facilities that are not found in the Wood Avenue area, the Special Improvement District or the City should work to attract a suitable business, or encourage an existing business to expand.

Figure 7.6: Linden Public Library, Linden, NJ



Capacity building strategy

9. Build better connections among City of Linden, Union County and State economic development agencies



While the connections between the LEDC and its counterparts in Union County and the State are strong, there is always room for improvement. The more capacity the LEDC has to participate in meetings and events, the more valuable information the City will have in making investment decisions. The key to this effort adding more value to Linden is for LEDC staff to share their

findings regularly with City leaders and key stakeholder organizations.

Recommended step to this goal:

- ✚ The only thing that appears to be preventing this strategy from moving forward is the lack of staff support in the Linden Economic Development Corporation.

Land use strategy

1. Reserve areas along and east of Turnpike for larger industrial, including manufacturing, transportation and warehousing

In the late 19th and early 20th centuries, cities across the United States created zoning districts to protect residential areas from dirty, smoky, and smelly factories. Today, it is often the manufacturing, warehousing and transportation industries that need protection from housing and retail uses. Housing, retail and other non-industrial uses tend to generate more vehicles per acre than industrial . making traffic congestion worse and increasing costs for industrial businesses and property owners. Compared to fellow industrial businesses, residents and some retailers also are more likely to complain about noise, odor and unsightly conditions. This creates more

stress and costs for industrial property owners, who often have to add additional buffers or make expensive improvements if complaining neighbors have political clout.

Recommended steps to this goal

- ✚ The City should maintain all current industrial-zoning designations for Linden Avenue east to the Arthur Kill.
- ✚ The City should consider allowing. through zoning or variances . the expansion of residential or retail properties. At the time of the writing of the plan, there were a number of vacant and underutilized properties along Wood Avenue east of Route 1 & 9 that could be used and developed for residential or commercial properties.
- ✚ The City should consider conservation easements to ensure that some undeveloped spaces remain that way. This also serves to provide more permeable land to absorb storm water run-off. However, conservation easements should not be widely used in the short term because they would reduce the overall taxable value of land, and diminish one of the most important functions of industry in Linden . to help reduce property taxes.
- ✚ The City and the Linden Industrial Association, as well as other industrial advocacy groups, should partner with environmental groups to

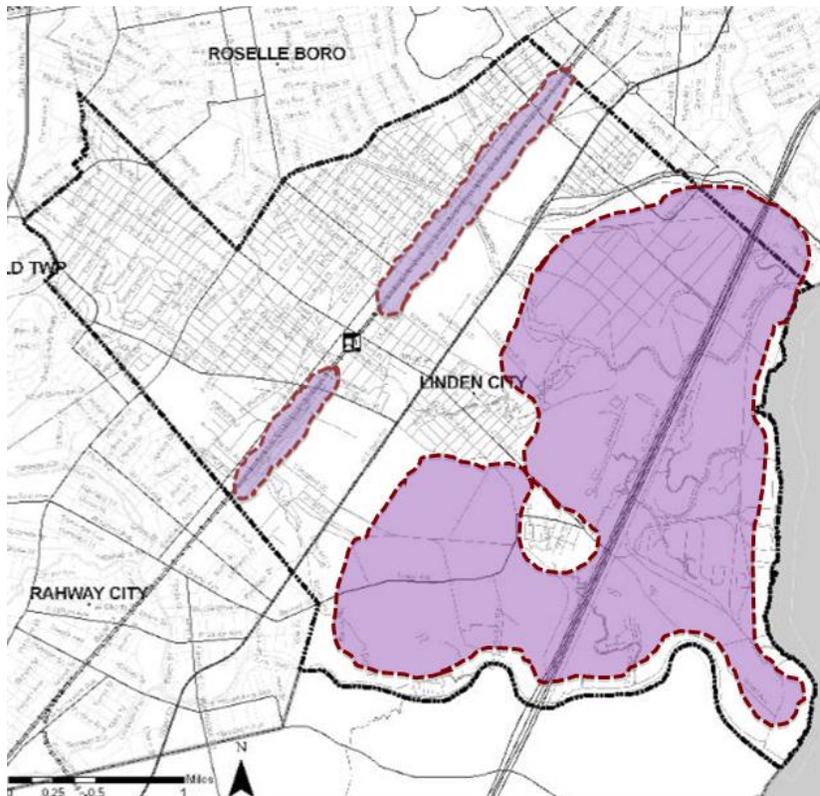
develop a set of guidelines for industrial development that is both economically viable and promotes healthier natural environments. These agreements can help bring two often-conflicting sides together, and increase the political acceptance of large industrial development in Linden.

- ✚ Hire an industrial specialist who can be a liaison between the City and industrial properties and businesses.

Land use strategy

2. Make Wood Avenue between train station and Curtis Street a destination shopping area

Figure 7.7: Key industrial areas and corridor in Linden, NJ



One of the most common complaints we heard in the public sessions and focus groups was the lack of a place in Linden for residents to go when they wanted to enjoy a vibrant downtown atmosphere. Several people talked about the array of restaurants and shopping opportunities in nearby communities, such as Cranford, Westfield, and the Elmora Avenue corridor in Elizabeth.

Overall, Linden has a wide variety of stores for utility shopping . eat-at-home food, medicines, office supplies and hardware. But it lacks destination shopping . the kind of restaurants, fun stores, and walking experience that encourages residents, workers and visitors to spend their

money in Linden in the evenings and weekends. (While there are good restaurants in Linden, they tend to be isolated, or in shopping centers that are not designed to encourage customers to walk around.)

The most likely place for this to happen is Wood Avenue, from the train station northwest to Curtis Street. This is the historic downtown for the city (and the center of what was the Borough of Linden). It still retains many of the elements that made it a successful shopping center in Linden's heyday: Rows of connected storefronts huddled on short blocks along a street that has enough elements slowing traffic to be easy to cross. There are several off-street parking areas within a quarter-mile (5-10 minute) walk of Wood Avenue, including 692 spaces around the Linden train station. (Unfortunately, the vast majority of these spaces are off-limits or too expensive for most shoppers.)

The City has worked hard to revitalize Wood Avenue over the years. Some tactics include creating the Raymond Wood Bauer Promenade across from City Hall as a public plaza with entertainment; adopting and supporting a Special Improvement District, and most recently, creating a Transit Village along Wood Avenue.

The Transit Village initiative is designed to revitalize the downtown area by,

among other things, promoting the development of higher density residential properties, such as midrise buildings and promoting attractive street scape along Wood Avenue.

While the plan is technically sound, it has a critical weakness . it offers no sense of place, which would help Linden compete better for shoppers and businesses. The plan has all the stock elements of transit-oriented development. But these elements are already in place in Cranford, Westfield, Rahway, and other communities a short drive away. Reproducing these elements is likely to result in a lot of money and time spent for little result. (Why go to the copy when you can easily go to the original?)

Linden will have to find its own way. The more Linden can distinguish itself from other communities . while providing the safety, convenience and variety that shoppers seek . the more successful it can be. One promising direction, which communities like Cranford and Westfield are less likely to take, is a downtown that reflects the ethnic and cultural diversity and industrial heritage of the city.

Linden is one of the most diverse small cities in the New York metropolitan area. Along with its large and growing Hispanic population, around 16% of city residents are of Polish heritage. A little of the city's diversity is reflected on Wood Avenue in stores like Pulaski

Meat Products. But the City and the Special Improvement District should do more to reflect and celebrate Linden’s diversity and heritage.

This strategy will also help build better connections among different ethnic and cultural groups in the City . which has many long-term benefits . and attract entrepreneurs and residents who want to be part of a culturally rich and diverse community. (Diversity is one of the key draws for residents of Maplewood and South Orange, many of whom pay much higher property taxes than do Linden residents.)

Recommended steps to this goal:

- ✚ The City and SID should develop design themes for Wood Avenue that celebrates diversity and the city’s industrial heritage. For example,

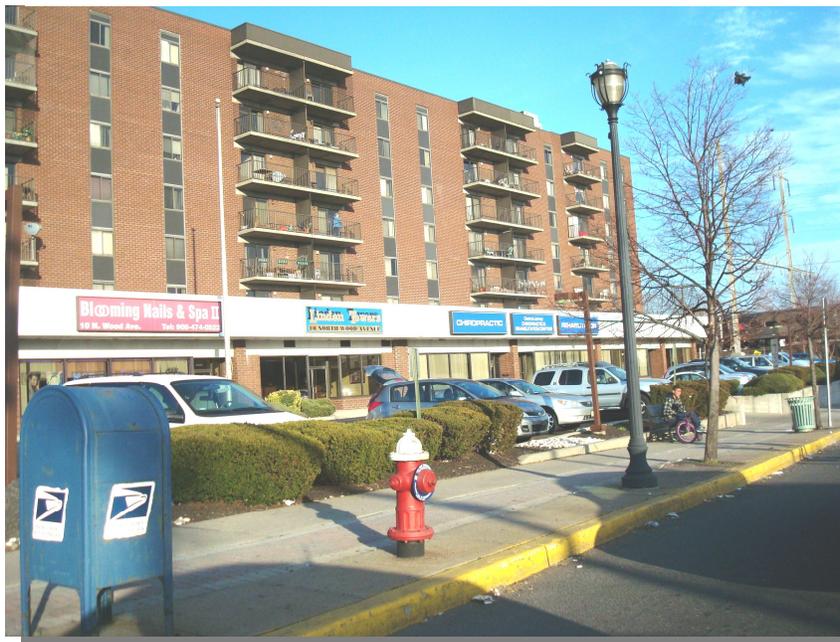
Wood Avenue could have banners or public murals that reflect the home nations and ancestries of Linden residents. The City could install art deco style lamps and street furniture. The smooth lines and chrome finishes of the art deco style artfully reflect the lines seen in and on industrial buildings.

- ✚ The SID should partner with organizations and associations reflecting different ethnic and cultural groups to develop strategies to make Wood Avenue more attractive and inviting to residents and workers.
- ✚ The City and SID should promote public art . statues and murals . that promote Linden’s diversity and industrial heritage. Plaques and signs could help tell the Linden

story+to visitors and residents. This can help build stronger connections between residents and industries in Linden.

- ✚ The City and SID should hold more events . daytime entertainment, movies, food and music festivals, etc. . that reflect the city’s diversity and industrial heritage.
- ✚ The City and SID should encourage successful ethnic

Figure 7.8: Existing mixed use around Linden transit station



businesses in and near the city to relocate to Wood Avenue. Those businesses would be likely to bring their clientele to Wood Avenue, which would attract more shoppers and more businesses.

- ✚ The City and SID should develop a media strategy for Wood Avenue that includes advertising in the type of media that influences the largest cultural groups in the city. (We consider seniors one of several cultural groups in Linden.)



Land use strategy

3. Encourage small and low-impact industrial uses to locate along Elizabeth and Linden Avenue. Allow these uses – except auto-related uses-- to mix with retail and residential



Sustainability and smart growth advocates promote development that makes it easier for people to walk or take public transit to work.

Unfortunately, many smaller industrial properties tend to be priced out or regulated out of these areas. This force more blue-collar and less educated workers to either spend more money on cars than they normally would. Or they commute in ways that many people would find dangerous or inconvenient . such as by riding bicycles on high-speed roads. The lowest income or least able workers may be discouraged from pursuing the few types of jobs that could provide a middle-class income for someone without a degree or special training.

Small industrial properties have been on Elizabeth and Linden Avenues for decades. As long as the existing businesses are good neighbors . they are quiet and clean and their trucks do not inconvenience their neighborsq commutes . they should be protected.

Recommended steps to this goal:

- ✚ The Linden Industrial Association and other business groups should advocate for small industrial properties that are, or want to locate, on Elizabeth or Linden Avenues.

- ✚ The City should assign a staff member to regularly keep track of conditions on these roads, and mediate any disputes between businesses and residents. If an industrial specialist is hired, this could be one of the assignments of the position.
- ✚ The City should review existing regulations for the L-I zoning district, then develop more extensive conditions for light industrial businesses that are next to or across the street from residential properties. Conditions such as not allowing high cell towers on the property would

reduce potential conflicts between industrial uses and their neighbors.

Land use strategy

4. Reserve the Route 1 & 9 corridor for regional commercial uses, entertainment and auto sales

Figure 7.9: Small and light industrial uses along Elizabeth Avenue in Linden, NJ



Traffic along Route 1 & 9 in Linden usually crawls during the daytime, lunchtime and afternoon rush hours. There are a number of reasons, including the types of land uses, the sequence of intersections and lights, and the large number of commuters who use the corridor as a way to get to the Garden State Parkway (through Stiles Street or Wood Avenue). The various reasons for the traffic, and how to address them, are part of a study being conducted by Union County. (The study was in development at the time of this writing.)

One critical task that the City can do to reduce potential future congestion is to encourage the development of uses that have different congestion peak times than the industrial and office uses that most drivers are going to or coming from. In other words, encouraging industrial, office or residential uses along the corridor would likely increase the amount of traffic during rush hours.

On the other hand, the peak hours for regional commercial uses, such as big box stores; entertainment uses, such as theaters, skate parks or mini-golf; and auto sales tend to be on evenings and weekends.

Figure 7.10: A typical highway-oriented store along Route 1 & 9 in Linden



The City could reduce potential traffic even more by controlling approvals for uses that require less than an acre of land, or require smaller businesses to share parking areas and driveways with larger uses. This would reduce the number of exit and entry points along the road, which reduces the number of places where cars slow down to enter a

parking area, or to allow cars to get onto the highway.

Recommended steps to this goal:

- ✚ The City should revise its zoning ordinance to restrict permitted uses on Route 1&9 and Route 27 to commercial retail uses (including restaurants), large entertainment uses and auto sales.
- ✚ The zoning ordinance should also increase the minimum size of properties, or encourage that any properties of less than five acres share a driveway with another, larger, property or smaller properties that together reach the 5-acre threshold.

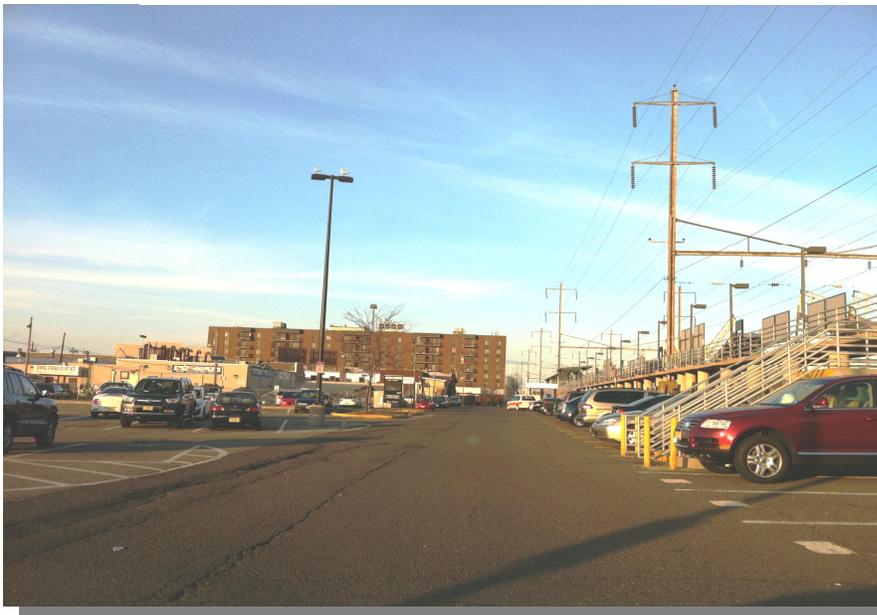
Land use strategy

5. Work with NJ Transit to encourage train station for park and ride and parking for Wood Avenue shoppers and merchants

There are 692 spaces around the NJ Transit train station. If the majority of these were made available for shopper parking at times when commuter parking is light, there would be several parking options for downtown shoppers. The City, SID, and community leaders should encourage NJ Transit to make more spaces available for day visitors, and to allow free parking in NJ Transit

lots afternoons, evenings and weekends. NJ Transit already provides this service to South Orange Township. Because a significant portion of the commuter parking spaces in the train station lot are not used, providing more shopping parking could generate more income for NJ Transit. Along with making more spaces

Figure 7.11: Parking around Linden transit station



available, the City should work with NJ Transit to make the train station area both appear and be safer (lighting and signage can help.)

There should also be more bicycle parking for commuters who would park their bicycles at the station to take the train, or use their bicycles to get from the train to worksites in Linden.

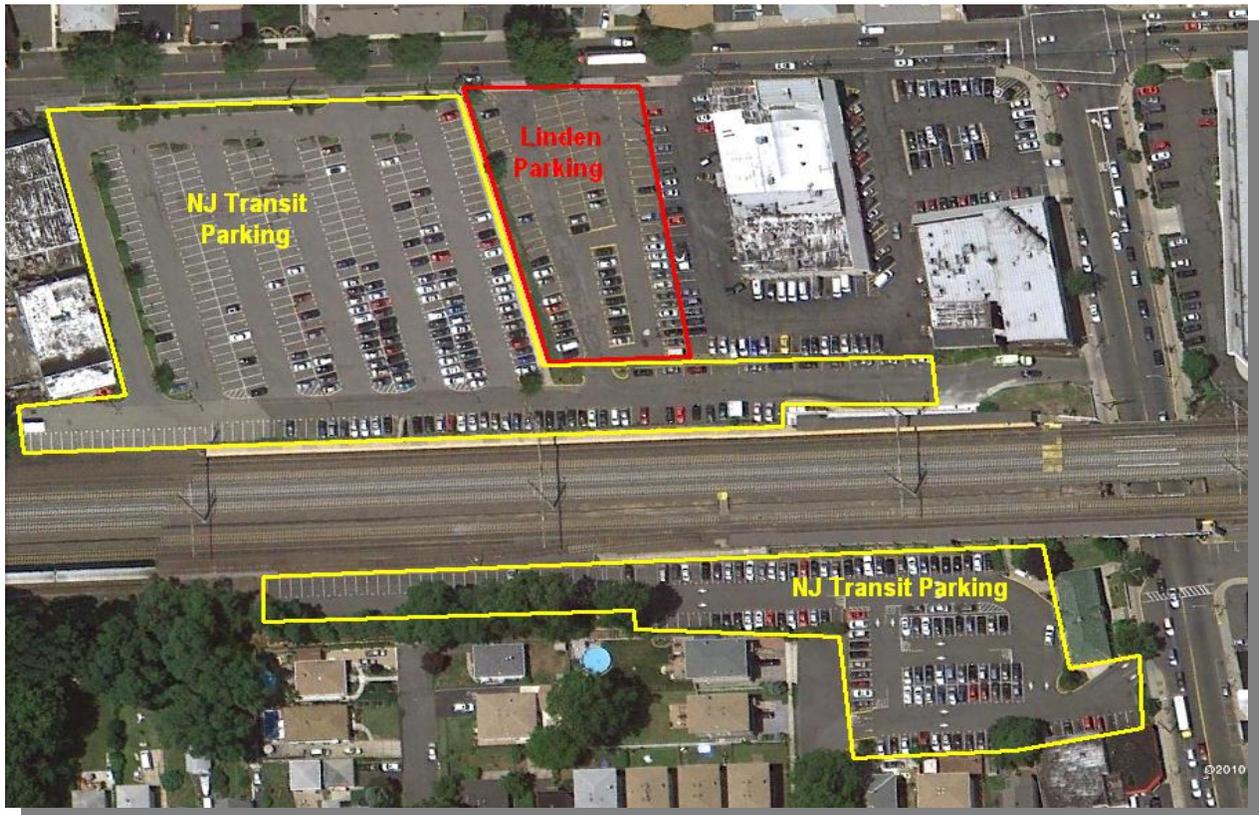
Cities have learned that the more low-cost and convenient space they provide for cars, the more people

The City should ask that the parking around the Linden train station be removed from the list of leasable parking areas. Having to deal with a private business that may have no strong interest in Linden's revitalization, as well as with NJ Transit, would make it even more difficult to get quality results quickly.

Recommended steps to this goal:

- ✚ The City, the SID, and community

Figure 7.12: Parking around Linden, NJ train station



are likely to drive; so too with bicycles.

NJ Transit is considering leasing its parking areas to a private company.

and business leaders should lobby NJ Transit to make more parking spaces affordable and available for afternoon, evening and weekend shoppers.

- ✚ Before engaging NJ Transit, there should be a study of other communities, such as South Orange Township, where NJ Transit allows its facilities to be used for afternoon and shopper parking at little to no cost.

Land use strategy

6. Develop a gateway at the junctures of Route 1 & 9 and Wood Avenue and St Georges Avenue and Wood Avenue to identify downtown Linden.

Gateways are structures or a set of physical design elements (such as a sign with decorative planting) that helps people know that they are entering into a new area. Gateways are useful for economic development because they help guide people into areas where a city would want them to spend time and money.

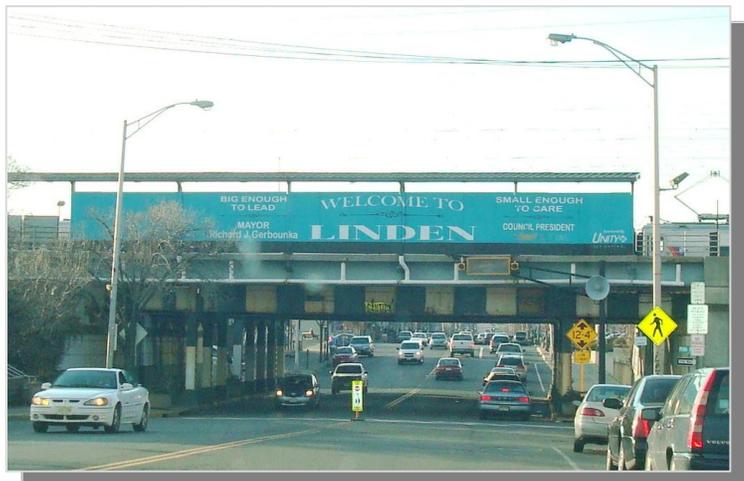
Well-designed gateways set a tone for a place. For example, a gateway into a Chinatown area of a city would have architectural elements reminiscent of East Asia. A gateway to a college might have brick or ivy-covered

arches to show a sense of permanence.

Recommended steps to this goal:

- ✚ Community and business groups and the City should work together to design gateways for Wood Avenue. Either the groups should hire an artist or architect to design the gateways, or conduct a design competition to get the best design. In either case, community and business leaders should provide enough direction to the designer(s) to help them create distinct gateways that also present iconic messages about Linden.
- ✚ The City should explore several ways for these gateways to be paid for. Possible strategies include putting a surcharge on some business activity on Wood Avenue, getting grants from within the community or corporate funders, or increasing development fees to cover the costs of the gateways.

Figure 7.13: Gateway. Wood Avenue. Linden.



Land use strategy

7. Create a visual design code for future development in the downtown area or Special Improvement District

To attract the kind of destination dining, boutiques and other shopping experiences that residents asked for in the public sessions, downtown Linden should have a makeover.

Currently, the Wood Avenue corridor looks like what it is . a faded downtown with some promising hopes for revitalization.

A Street-side design can help re-brand Wood Avenue, and reshape the way residents and visitors think about downtown and Linden itself. Physical design alone is not enough. It has to be paired with aggressive economic development and place marketing, as well as effective management. Otherwise, shoppers and business owners might see the design improvements as just window dressing. What should be the design and

the message it says about Wood Avenue and Linden? This should be determined by the Special Improvement District and City in partnership with neighborhoods and businesses and the groups that represent them.

In developing design guidelines, the City and SID should be careful to avoid imposing rules that increase costs to businesses far beyond the value that the improvements can bring. Also, to respect the diversity and rights of business people to express themselves, rules about signs, colors and design of private property should be minimal and flexible. (When property owners, renters or businesses feel that their own values and interests are unwelcome, they are less likely to be engaged.

The planning process for an urban

Figure 7.14: Storefront design on Wood Avenue, Linden,



design strategy is an excellent way to make residents and businesses more aware of the City's commitment to a better downtown and get them more engaged in its revitalization.

Recommended steps to this goal:

- ✚ The SID and the City should develop an urban design plan for Wood Avenue that promotes and reflects the best qualities of the city.



Land use strategy

8. Redevelop all brownfields in ways compatible with neighboring uses



There are dozens of polluted properties in Linden which, because of health concerns, cannot be developed until they are cleaned. How each one of those brownfields is developed is a subject for strategic and local development (or redevelopment plans). But generally, plans for redeveloping brownfields should follow the Sustainability Plan. Specifically:

The first brownfields to be redeveloped should be those that, once developed, can bring the greatest amount of tax revenue for Linden. This includes any brownfields in Linden's industrial node,

along St. Georges, Elizabeth and Linden avenues.

The next set of brownfields to be developed should be those closest to residential properties, or that can be redeveloped for uses that could benefit neighborhoods . such as parks, playgrounds, or community services. Although the state of New Jersey and Linden have experience redeveloping brownfields, it is still challenging work.

Part of the challenge is getting the resources and bringing together the right team to clean properties correctly . and with minimum disruption to neighboring businesses and residents. Another, perhaps bigger part of the challenge is to find and retain investors who are willing to commit the time and risk to wait on a cleanup of a property. Because smaller properties . less than a few acres . tend to generate less profit than larger properties, redeveloping smaller brownfields can be especially difficult.

An industrial specialist can help. This person can work to bring together the different actors, identify and retain potential redevelopers, and manage projects to get them completed as quickly as possible.

Recommended steps to this goal:

- ✚ Develop a prioritized inventory of brownfields in Linden. The inventory should include information about the

size, zoning, and status of contamination or cleanup.

- ✚ Provide detailed site information on each brownfield on the City’s website. (See Appendix for more details)
- ✚ Hire an industrial specialist to support the LEDC in attracting and retaining quality investors.

Land use strategies

9. Maintain Linden Airport as is, as long as it remains commercially viable

Linden airport is a busy center for helicopters and small airplanes. According to AirNav.com, as of May 2011 it was home to 93 aircraft, including 18 helicopters. In 2010, Linden Airport hosted the Red Bull Air Race (a flying competition enjoyed by aviation fans from around the world). It also appears to be a preferred landing location for celebrities and other wealthy people who are traveling to New York and want to avoid the traffic congestion surrounding other airports in the New York area.

In short, Linden Airport is a rare asset that provides an additional form of

transportation, as well as an opportunity to attract more investment to Linden.

Recommended steps to this goal:

- ✚ The City should continue to protect and preserve the airport in future master plans, as long as the airport remains commercially viable.

Circulation improvements

1. Pursue “missing link” as part of Goethals Bridge reconstruction

One of the reasons that Linden has so much congestion is that there is no direct link between the Garden State Parkway and Interstate 278 (the road that runs through the Goethals Bridge, Staten Island Expressway, and Verrazano Bridge and into Brooklyn.)

Linden becomes then a way for commuters, truck drivers, and others traveling south and west in New Jersey. It is unlikely that the Interstate would connect to the Parkway anytime in the known future. But as part of the reconstruction of the Goethals Bridge, connections to the area highways could be better developed to reduce the increased congestion through Linden.

Recommended steps to this goal:

✚ The City Engineer and Linden Economic Development Corporation should work closely with the New Jersey Department of Transportation and other state and regional agencies to ensure that Linden’s interests are promoted in any new road designs.

The Tremley Point area of Linden has great potential to regain its position as a major industrial center. Close to the Arthur Kill, New Jersey Turnpike and Route 1 & 9, but relatively far and isolated from most of Linden’s residential and commercial areas, Tremley Point could become a major hub for large-scale manufacturing, maritime industries and transportation, or clean energy.

Circulation improvements

2. Assist Turnpike Authority to expedite development of Tremley Point Connector Road

Key to this is a road connecting Tremley Point directly to the Turnpike. This would help trucks avoid Route 1 & 9, saving businesses a great deal of stress and time. The City and Linden Industrial Association should work to get this road completed as quickly as possible.

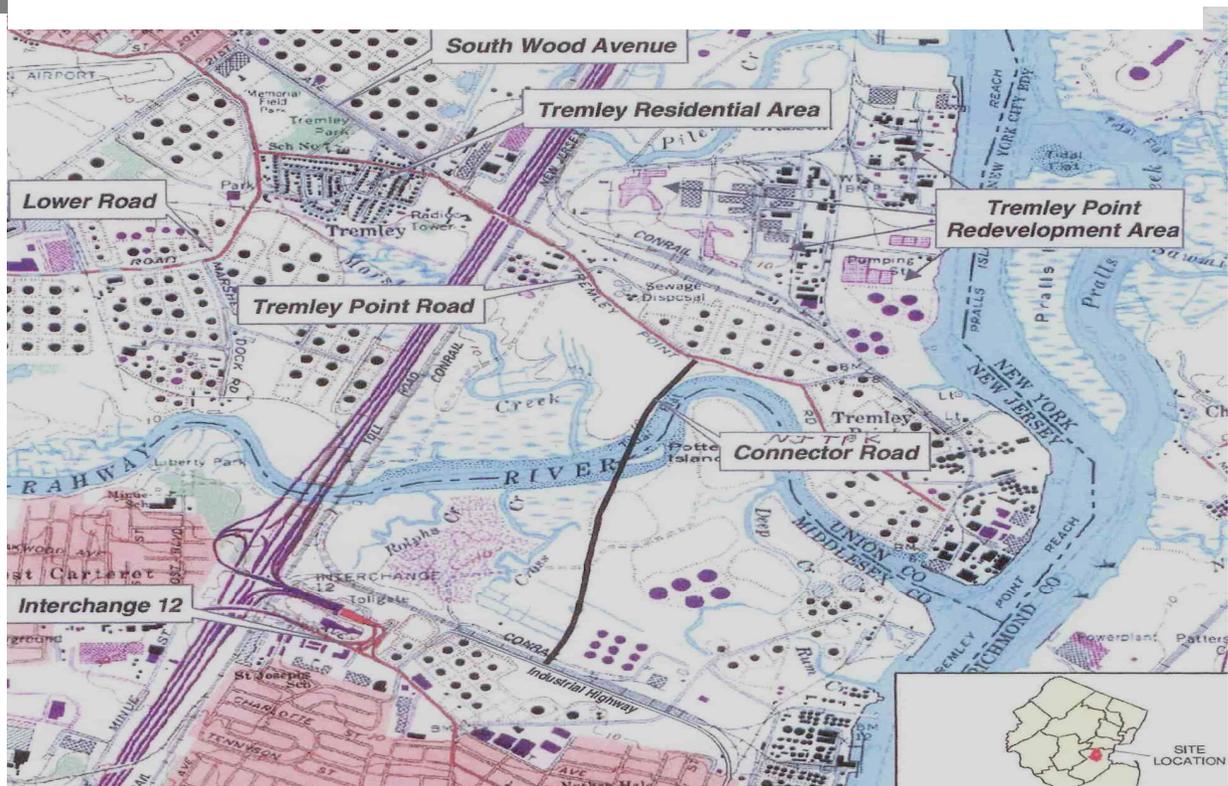
Figure 7.15: Illustration of I 278 Missing Link Connecting to Route 1 & 9 North & South. This is not meant to represent a final alignment of roadways



Recommended steps to this goal:

- ✚ The City Engineer, Linden Economic Development Corporation and Linden Industrial Association should work with the New Jersey Turnpike Authority and other statewide agencies to get the road completed as quickly as possible.

Figure 7.16: Illustration of possible Tremley Point Connector Road from NJTPA Exit 12 In Carteret. Note: This is not meant to represent the final alignment.



TREMLEY POINT IN LINDEN, NJ

Tremley Point, at the eastern end of Linden’s industrial node, is one of the most important pieces in the revitalization of the city’s industrial sector. Tremley Point Area covers mainly commercial and some small residential areas. I estimate that it starts west on Route 1 & 9 to the east to the Arthur Kill, south from Rahway River and north to the border of the City of Elizabeth.

Its location by the Arthur Kill makes it an excellent location to develop shipping and other industrial maritime uses (especially if the U.S. government dredges the river to 36 feet to allow for larger boats.) A new road connecting South Wood Avenue to the Interchange 12 of the New Jersey Turnpike will make the area even more attractive to new development. Being the farthest point from most of the cities makes it a good place to locate industrial uses that might be controversial if they were located near homes, schools and retail businesses.

Home to storage tanks and other heavy industrial uses, Tremley Point is well suited to continue as a site for industry. (In fact, it had been an industrial area since at least 1880) Almost the entire point is in the 100-year-floodplain, so it would not be a good location for housing or retail.

The large area below the Turnpike is the area for businesses that are in energy, chemical, petroleum production, warehousing and Bio product processing. As of May 2011, there are 314 acres on the South East side of the Turnpike ready for development. ConocoPhillips has over a thousand acres that could be part of the industrial node project. Unfortunately, the area also has five known contaminated sites. The City, with the help of the Linden Industrial Association and other leadership groups within Linden, should develop a detailed development plan for Tremley Point as an industrial center. A consultant who specializes in

Circulation improvements

3. Restrict large trucks on Wood Avenue downtown to make Wood Avenue a more attractive and safer place for shoppers

The City should work to prevent trucks larger than store delivery vehicles from using Wood Avenue between 7 am and 10 pm. The City should also encourage local businesses from having delivery trucks park along Wood Avenue from 8 to 10 pm.

Recommended steps to this goal:

- ✚ Because Wood Avenue is a Union County road, the City should work with the County to find ways to restrict the presence of large trucks on Wood Avenue. If the county does not share the same concerns about trucks, the City should consider requesting that it take over the maintenance of Wood Avenue.
- ✚ The City should use its code enforcement powers to restrict store deliveries during normal shopping hours. Alternatively, the City can remove some street side parking spaces to create loading/unloading zones. Because some residents

complained about what they saw as a lack of parking spaces downtown, the City should wait until NJ Transit decides whether it will open up commuter spaces before removing street-side shopper parking.

Circulation improvements

4. Make St. Georges Avenue more walkable and promote pedestrian safety improvements there and on Route 1 & 9

Because of the Transit Village and the City's desire to revitalize its downtown, Wood Avenue has gotten more of the City's attention over the past decade. But St. Georges Avenue is equally important to many of Linden's neighborhoods because it is a main destination for utility shopping . food, medications, etc. . professional services . and important public services. Both Linden High School and Linden Fire Department Station #2 are on the corridor. St. Georges Avenue north of Wood Avenue also is a popular destination for auto sales and services.

Figure 7.17: Existing businesses along St. Georges Avenue (Route 27) in Linden, NJ



St Georges Avenue in Linden, NJ

St. Georges Avenue is a regional roadway extending from Princeton to Elizabeth. The segment within Linden has the potential for positive redevelopment. Its regional connection allows it to take the opportunity to provide rapid regional bus service. It can extend to jobs, recreation and shopping. Likewise it can attract people from the region to jobs, recreation and shopping. In order to capitalize on this opportunity, changes in code and enforcement are needed to transform St Georges Avenue into a mixed use corridor.

St. Georges Avenue is wide for a community-oriented shopping area (more than 60 feet from curb to curb). The straightness of the road and the widely spaced businesses encourage drivers to go at high speeds. This puts anybody walking or trying to cross the street at risk. Driveways increase the risk for many drivers. It discourages pedestrian and bicycle traffic.

Figure 7.18: St. Georges Avenue Linden, NJ



One of the biggest problems with St. Georges Avenue is that along many stretches, the design does not match its function. St. Georges Avenue is designed now as a minor highway . a smaller, but sometimes faster version of Route 1 & 9. Most of the corridor has the same C-2 zoning as Route 1 & 9. But many of the uses, including the high school, pharmacies and small stores, are the kinds that people are more likely to walk to. And near St. Georges Avenue by the Roselle and Elizabeth borders are three types of populations more likely to walk to goods and services . Immigrants, Latinos and low and moderate-income residents.

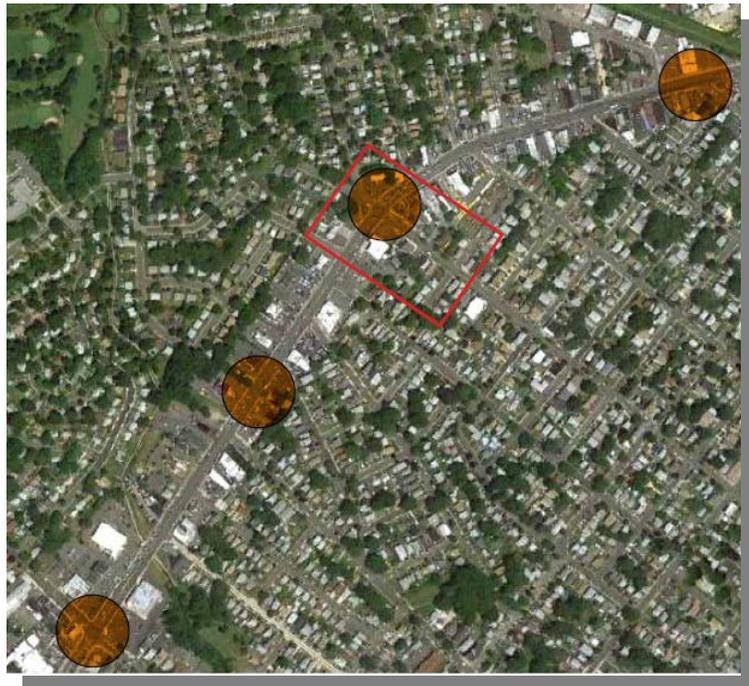
St Georges Avenue is riddled with multiple driveways. These driveway entrances and exits create difficult and dangerous driving and walking conditions. Although a sidewalk exist, pedestrians do not feel safe walking near a lane with a fast moving vehicle no more than five feet away. These vehicles have no choice but to turn into the driveways at high speeds.

To reduce the problems caused by too many curb cuts, new development along St Georges Avenue can merge parking areas behind the building in order to relieve the multiple driveways. Additionally, the landscape helps lessen the

impact of development. The City can invest in safer crosswalks, street trees and narrowing the roadway to incentivize growth

St. Georges Avenue presents a distinct challenge for Linden. While Steering Committee members unanimously support the idea of making St. Georges Avenue more walkable, several also wanted to keep the successful auto sales businesses. (Car lots usually are designed in ways that discourage walking). And St. Georges Avenue has some large institutional uses . such as the High School and a fire station . with buses and trucks that benefit from being on wider roads. It also has space for larger community and retail uses . such as urgent care facilities . that might

Figure 7.19: Key intersections on St. Georges Avenue Linden, NJ



want highway access.

Recently, a traffic consultant recommended a traffic circle replace the intersection of St. Georges and Wood Avenue. If the priority were to make traffic flow smoother, it would be a good recommendation. Under this vision, that recommendation is a bad idea.

A traffic circle on that intersection would create a barrier that would reduce the quality of the shopping environment in that area. It might also lead to more traffic accidents, because Linden High School is nearby, and teenagers would probably try to cross through the circle than walk down the street to cross. The traffic circle is a case where the demands of pass-through traffic would trump the interests of Linden families and businesses.

The keys to making St. Georges Avenue work better for nearby residents, businesses and the City are 1) being clear about priorities and 2) using strategic design and land use regulations to slow down traffic in some sections while keeping others more open to larger vehicles . such as delivery trucks, school buses and fire engines.

We believe that the priority for St. Georges Avenue should be safety over convenience. Some of the ways to make streets more walkable are to make street sections narrower, have more traffic signals and longer stop lights, or add more trees and street furniture. All of these help slow down traffic. People who use St. Georges Avenue as a way to pass through Linden may complain. On the other hand, there may be fewer accidents.

There are several neighborhoods within a 5 minute walking distance from the intersection of Wood Avenue and St Georges Avenue. Over time, St Georges Avenue can become a mixed-use corridor serving the surrounding neighborhoods. At key intersections,

Figure 7.22: Intersection of St. Georges and Wood avenue



land development can allow mixed-use buildings with bus stop and neighborhood conveniences and services.

Supporting neighborhood amenities such as gyms, day cares, and entertainment can be distributed around the area to make it more attractive.

. Recommended steps to this goal:

- ✚ The City or neighborhood groups should work with communities along St. Georges Avenue to identify the places that residents walk to, and the areas and intersections that see the highest number of pedestrians. Redesign these areas to make them safer for pedestrians. NOTE: The best and most sustainable design solutions are those that are most pleasing to neighborhood residents and local businesses and make it easier for pedestrians to go where they want to go.

Urban designers and traffic engineers should respond to the demands of residents and local businesses.

- ✚ The City should change all of the C-2 zoning on St. Georges Avenue to a set of regulations that requires businesses to either be closer to the sidewalk, or have design elements

(such as trees or seating areas) that make the areas more attractive for pedestrians.

- ✚ The City, or local business groups, should develop marketing campaigns and signage to encourage shoppers to visit on St. Georges Avenue. For example, local auto businesses could hold a classic car show near St. Georges Avenue to encourage car buffs to visit their lots.
- ✚ The City should emphasize to the New Jersey Department of Transportation, Union County, and its planners and engineers that the safety and benefit of Linden residents is more important than the convenience of pass-through commuters.
- ✚ In any redesign, the City should ensure there are spaces for buses, jitneys and other mass transit options.

Figure 7.23: Walking routes to a central location on St. Georges Avenue, Linden, NJ



Circulation improvements

5. Conduct a parking utilization study to determine parking needs for down town shoppers

In many communities, including Linden, residents complain about what they see as a lack of parking in the areas where they want to shop. These complaints usually mean either of two things:

- There are not enough parking spaces available within an easy

walking distance of stores and services; or

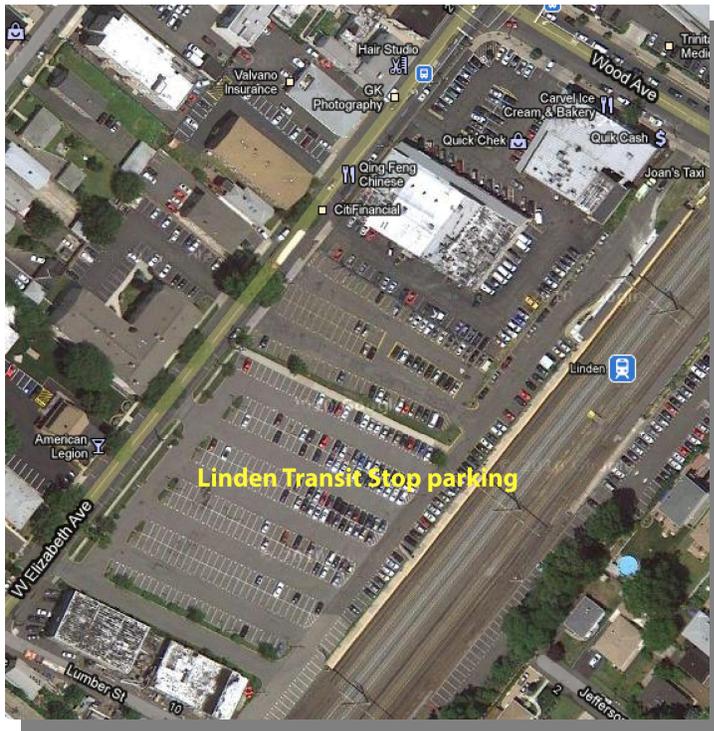
- The spaces available are in places where shoppers do not want to park. These may be in areas that feel unsafe, unattractive parts of the shopping area, or do not have easy access to the places where shoppers want to go.

In some communities, an additional problem is that merchants and their workers are taking up valuable shopping spaces. (If a business district has almost no street-side parking spaces and there are few people walking around or in businesses, it is likely that those parked cars belong to merchants and their workers.) If parking regulations aren't enforced regularly and

strictly, communities may have problems with residents or workers taking up shopping spaces all day.

A community that acts on the wrong reasons creates too many parking spaces, which wastes land or dollars, or it spends money on urban design that could be better spent on creating spaces. (Parking spaces usually cost between \$2,000 to \$20,000 to construct-- and that if there are no issues that could hike up the price, such as high water tables.) Either way, bad information could lead to many thousands of dollars of wasted resources.

Figure 7.25: Parking near Linden transit



That is why it is so important for the City to conduct a parking utilization study for the downtown area. This study would look at how well used are all the parking areas within a short walk of the corridor (from the train station northwest to Curtis Street) during daytimes, evenings and weekends. The utilization study would look at parking lots . including those of NJ Transit -- and street side parking.

Researchers would interview businesspeople to find out what their worker and truck parking demands are, and how they currently fulfill them. Another part of the study might survey shoppers, as well as Linden residents who don't shop downtown, to get their thoughts on parking. The study would provide recommendations for increasing parking capacity cost-effectively.

The City could start building parking capacity now by lobbying NJ Transit to make more of its parking spaces available for shopper parking.

For example, some of the less used parking spaces along Elizabeth Avenue, which are now available only to quarterly permit holders, could be turned into hourly spaces on weekdays, and be available free or at a reduced cost on evenings and weekends. This would

Figure 7.24: On-street downtown parking in Linden, NJ



open up parking spaces to Linden shoppers while providing additional revenue for NJ Transit.

Recommended steps to this goal:

- ✚ The City should seek funding for the study from the Special Improvement District, NJ Transit, Union County, and any other entity that would benefit from more people shopping along Wood Avenue.
- ✚ Alternatively, the City could seek out the assistance of colleges and universities to encourage students to study the matter. The quality of the work of students probably would not match those of trained professionals, but the City would have a better understanding of parking issues in its downtown corridor.

Circulation improvements

6. Explore jitney or private van service connecting neighborhoods along St. Georges Avenue and South Wood Avenue with downtown, industrial node, and local shopping and job centers

This strategy helps make it easier to address some other issues raised in the vision . reducing future traffic congestion, helping seniors to continue living in their houses, and attracting and retaining businesses.

Figure 7.26: Example: Atlantic City Jitney



Though Linden may be a small city, it is not walkable from the western and northern neighborhoods to the job centers going along Route 1 & 9 and toward Tremley Point. Businesses benefit from having as large a labor pool as possible, and workers of course benefit by having more options for getting to work. According to the 2005-2009 American Community Survey More than 11% of Linden's households had no cars, and another 42% had only one car.

There is great north-south access by train and bus. But we heard several complaints about residents in neighborhoods finding it difficult to get to shopping sites along Route 1 & 9.

There may be enough potential ridership for the City to provide a jitney service that could be supported in part by the businesses that would benefit from this service. Alternatively, the City could invite private service providers (such as those of the dollar vans found in Union City) to provide jitney services.

In either case, the City should identify locations for and provide carve out . spaces for buses or jitneys to move out of traffic when handling passengers.

Along narrower streets, such as Wood Avenue and Stiles Street, the City should review existing bus drop-off areas to see if more, or better spaces need to be made available. (Along

South Wood Avenue, some bus parking spaces could double as truck loading/unloading spaces before 8 am and after 10 pm, which could help local businesses.)

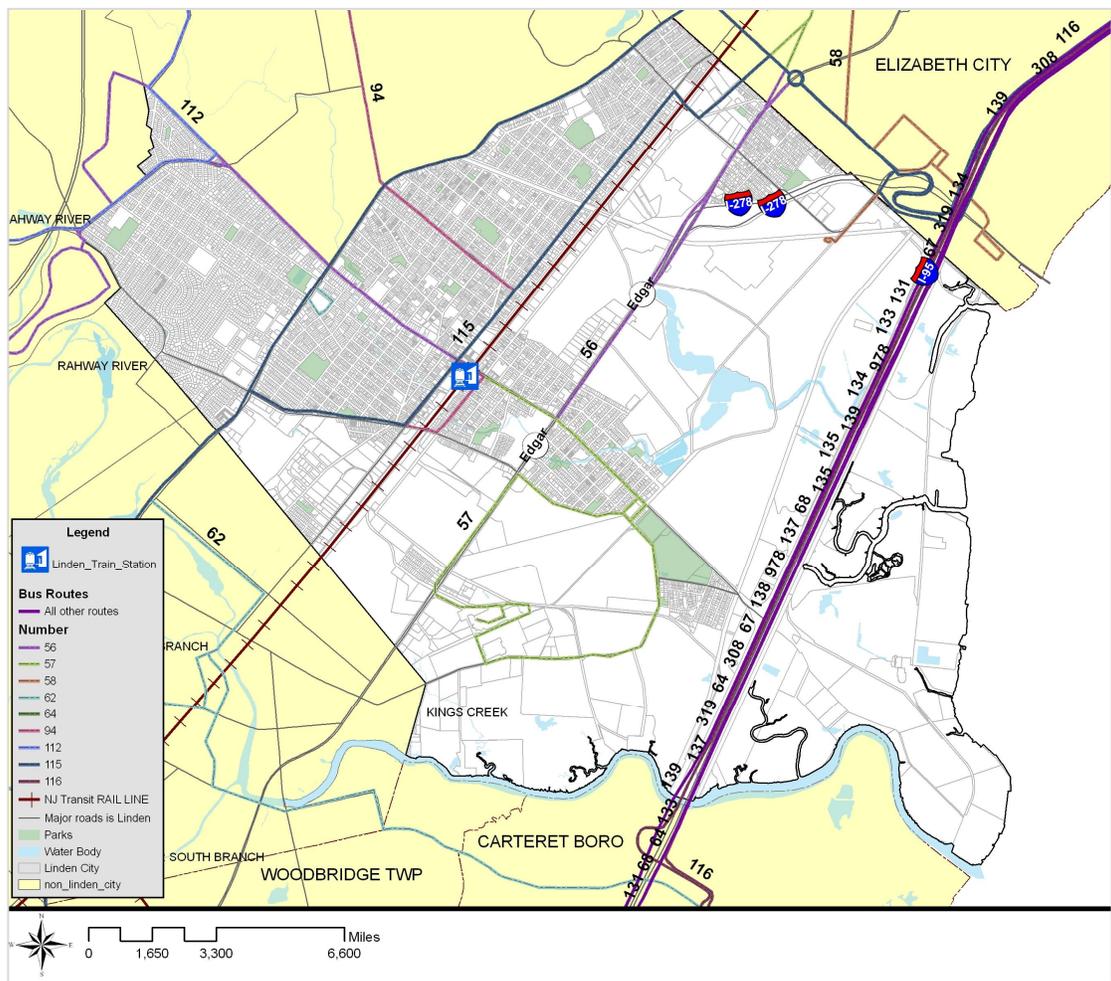
Recommended steps to this goal:

- ✚ The City should conduct a study of current and potential bus stops throughout Linden. The City should partner with neighborhood and business organizations to identify locations that best serve the needs

of riders, neighborhoods and local businesses.

- ✚ The City or a business organization should encourage NJ Transit and private bus and van companies to offer proposals for developing public transit in Linden.
- ✚ The City should seek NJTPA funding for study of internal public transit needs and opportunity to establish jitney operations.

Figure 7.27: Existing bus routes in Linden,



Circulation improvements

7. Maintain lower density development along Stiles Street to reduce future increases in congestion

The events of 9/11 and the effects of Hurricane Katrina and the earthquake and tsunami make it clear that places like Linden need wide, clear routes for emergency situations.

Linden has only three streets that provide cross-town access from one end of the city to the other: Stiles Street, Wood Avenue and, to a lesser extent

Park Avenue. Of these, Stiles is most significant because of its direct connections to Route 1 & 9, St. Georges Avenue and the Garden State Parkway. It is probably those connections that cause so much traffic during the rush hours. Wood Avenue also connects indirectly to the Parkway, but because of its role as a Main Street corridor, it is less likely to be used for emergency situations.

There are a number of planners and architects who think that high-traffic corridors, like Stiles Street, should have more density and commercial activity.

Their argument would be that Stiles Street already has a high level of activity. This would make it more attractive for retailers, and multi-family houses or mid-rise buildings would be more likely to fit in there than along

Figure 7.28: Land uses along Stiles Street, Linden,



quieter streets with single-family houses.

In other communities, we might agree with this argument. But Linden has several distinct issues . a large industrial area cheek-and-jowl with a dense suburban settlement and congestion that is probably due in large part to commuters from Staten Island and outside the city passing through town. Because of this, the Stiles Street corridor should retain its current character: a residential strip of mostly single family houses, except for the intersections and nodes that already have retail businesses and services. These should remain to serve the needs of Linden residents.

Reducing future congestion will make it easier for businesses to move their goods west along Stiles Street and to attract more workers. In the public meetings, there were a few complaints about truck traffic along Stiles Street. While the City should work with businesses and their representatives to minimize the negative effects of trucks . noise, pollution, etc. . truck traffic is part of the trade-off of having active, taxpaying industrial and commercial businesses.

There is a section of light industrial businesses south of Stiles Street along West Blancke Street. While some of the businesses there appear to be doing well, there are also large areas of

vacant or underutilized land. Over the long term, the City should consider redeveloping these areas for an educational or community facility that would provide training, development, or support to help Linden youth and adults pursue opportunities in the types of industries that Linden attracts. Since the purpose of this goal is to reduce future traffic congestion, we recommend against adding more industrial businesses in the area . which would increase truck and commuter traffic. Instead, new industrial activity should be directed towards land east of the Turnpike, or along the Elizabeth and Linden Avenue corridors.

Recommended steps to this goal:

- ✚ The City should not allow commercial and industrial zoning to expand along Stiles Street. If a current commercial or industrial use changes to residential due to market conditions, the City should change the underlying zoning to residential.
- ✚ The City should consider changing all R-1b zones along Stiles Street to R-1a zones, and all R-2b zones to R-2a zones. This would increase the minimum lot size for any new residential properties to 50 feet. Doing this would, over time, reduce the number of driveways connecting to Stiles Street, which would help in reducing future congestion.

- ✚ After zoning changes are made, the City's Zoning Board of Adjustment should be flexible in allowing property owners in nonconforming uses to make adjustments to their properties if they would have little or no impact on traffic.
- ✚ Leaders of industrial organizations and the Linden Industrial Association should work with residents along Stiles Street to develop guidelines and strategies for truck traffic along Stiles Streets. These strategies can then be adopted by the City.



Circulation improvements

8. Conduct traffic counts on major roads and an origin-destination study with Linden businesses



One of the reasons this Vision Plan is so modest about traffic congestion solutions is that it is not clear where the traffic during the most congested periods is coming from or going to. There would be a different set of solutions if much of the congestion along Route 1 & 9, Stiles Street and Wood Avenue is caused by commuters from outside of Linden than by businesses and residents in Linden.

Because making changes to streets, traffic lights and other infrastructure that affects traffic flow can be expensive, we encourage the City to pursue funding for a study that provides detailed counts of traffic at different times and days, as well as an estimate of where traffic is coming from and going to during the heights of the rush hours. The study would provide recommendations. City leaders, residents and businesspeople should consider the recommendations in light of the Vision Plan and the city's Master Plan.

Readers should note that there probably will not be any significant solutions to traffic congestion which are easy, inexpensive or do not inconvenience someone. Linden's central position between the Turnpike and the Parkway means that it will always be used as a pass-through by some commuters. And as more businesses and industries move into Linden, there will be more commuter and truck traffic.

Future transportation planners or engineers might encourage the City to take such measures of changing land uses around certain roads, creating new streets (which probably would require the City taking private property), or other actions that could have significant impact on the lives of residents or businesses along these roads.

Linden’s diverse communities should work together to consider the tradeoffs, and decide what inconveniences . and how many of them . they are willing to live with.

Recommended steps to this goal:

- ✚ This study should be a priority of a future transportation specialist for the City. The City could work with the North Jersey Transportation Planning Authority, the State of New Jersey, Union County, and schools such as the New Jersey Institute of Technology or Rutgers University to find low-cost ways to measure traffic counts and conduct origin-destination studies.



Workforce development solutions

1. Build a stronger working relationship between Linden Public Schools and Union County College and Business Center

Long-time Linden residents liked to talk about a time when, it seemed, anyone could graduate from high school in Linden and go to the east side of town to get a factory job. Those days are gone. Many jobs . including in the industrial sector . require either special

training of the kinds of skills that young people learn in college.

More jobs in Linden will mean more jobs for Linden residents if the Linden Public Schools and businesses do more to help residents build skill sets for different industries. There is a small working partnership between the school system and some industrial firms. This should be expanded to include job-readiness programs for both young people and adults in the types of industries that are significant and growing in Linden. They include manufacturing, construction, retail and health care.

As the partnership develops, it should provide programming or services that can help residents build successful careers in the fields of their choice. For example, the partnership could help a janitor in a factory learn business skills and get other knowledge that could help her move into other jobs, and eventually to a corner office.

Recommended steps to this goal:

- ✚ The Linden Public Schools system and Linden Industrial Association should hold a series of meetings to inventory the various skills and knowledge needed by manufacturing, and other similar industries, and evaluate how the schools are teaching these skills.
- ✚ Linden Public Schools, LIA, and members of the LEDC should

engage a workforce development organization to develop career maps for the types of industries in Linden. (Career maps point out the various skills needed for the types of work found in different industries.)



Workforce development solutions

2. Create adult and youth training facilities that prepare them for industrial jobs



In the short term, existing school facilities could be open in the evenings for adult education. (Course fees could help offset the costs of security and infrastructure, such as lighting and water.) Other locations for training in Linden could include conference rooms at the Linden Library, Hampton Inn and other venues. Local businesses should also make spaces available on special occasions for those learning to work in their industries.

In the long term, we recommend creating a new facility in Linden designed to provide workforce development training to both youth and adults. As of the time this plan was written, the most promising location for such a facility appears to be in the light industrial area south of Blancke and Stiles Street. However, depending on

the needs of the facility, it could be developed on one of the larger plots along St. Georges Avenue.

Even if the number of people seeking workforce development can be served by existing facilities, the City and Linden Public Schools should plan for a new facility to be built over the next few decades. A stable and well-respected workforce development program will attract many people who want to build their careers, especially in difficult economies.

Recommended steps to this goal:

- ✚ The City, Linden Public Schools, LIA, Linden Public Library and other businesses and youth development groups should develop an inventory of available or likely spaces for training facilities. This inventory should include information about building location, number of rooms and their sizes, and any special training equipment they may have before adding to the use of any facility . such as opening school buildings for evening operations . the partners should consult with neighbors to address any concerns they may have about increased traffic or activity in their neighborhoods.
- ✚ The City, Linden Public Schools, LIA and other partners should work together on a long-range plan for a new workforce development facility in Linden.

Workforce development solutions

3. Create online job board to help Linden residents get jobs in Linden

The City’s website would be an excellent place for residents and those who are thinking of moving in to learn about job opportunities in Linden. The website, along with other workforce development strategies, can help to connect Linden organizations and jobseekers more effectively.

Having a jobs board on the City’s website also can help the LEDC and other city agencies track the health of the local economy. (When local businesses are doing well, they are more likely to open more full-time positions.) Linden Public Schools could track the website to better understand the skills and knowledge local businesses seek.

Recommended steps to this goal:

- ✚ The City should develop a website that allows businesses to update their own job opportunity information. (It would be too much to ask a City staff member to update the site,

unless businesses and organizations were charged for each entry.)

- ✚ The City should work with Linden Public Schools, business groups and community groups to develop a set of standards for job listings. The partners should work together to market the job listings board throughout Linden.

In some cities, jobs for area residents are negotiated through community benefit agreements (CBAs). These are types of contracts in which developers and businesses expect to get support (or at least no opposition) from community groups for proposed developments in exchange for providing jobs or other benefits to area residents. For developers, businesses, and community groups alike, negotiating CBAs can be difficult and time-consuming.

Depending on their level of involvement, municipalities risk losing ratables, angering communities, or both.

Linden is in the good position of having policies that encourage corporations to hire local residents.

This work should be continued, and policies refined as needed.

Recommended steps to this goal:

- ✚ The City should continue current policies

- ✚ The City should develop a task force of business and community representatives to review policies and practices for businesses to hire and retain Linden residents.



Workforce development solutions

4. Create policies that encourage use of vacant small scale industrial spaces for artist work spaces.



Artists have been reusing older, industrial spaces since at least the 1960s, when creative professionals turned old warehouses in the SoHo neighborhood, of Manhattan, into an international arts destination. Older, obsolete industrial spaces can serve artists well when they are affordable and have few restrictions on how artists can use them. Linden is in a good position to attract artists to some of its older spaces. Several industrial use properties along Elizabeth and Linden Avenues are within a half-mile walk of the train station.

The number of artists and arts organizations in New Jersey and Union County has been growing since the 1990s. Several nearby Union and

Middlesex county communities are trying to attract the arts (and artists); among them are Cranford, Perth Amboy, Rahway and Woodbridge. Linden's older industrial spaces, and their being close to the train, could be attractive to sculptors, musicians or other types of artists seeking larger spaces or locations where they can generate noise or work with industrial materials.

As with any industry, the arts are more likely to flourish where artists feel welcome. Creative professionals also look for places that provide them good access to customers at a reasonable cost as well as vibrant living and work environments. Arts professionals tend to prefer to be around other artists. So it is not enough to simply provide space -- a community has to create a good environment for the arts to flourish.

Recommended steps to this goal:

- ✚ The City should encourage the development of an arts council in Linden, or encourage the City's Cultural Committee to take on the work of an arts council. This type of organization usually serves as a liaison between local artists and the municipality, promotes the interests of local artists, and provides a leadership role in promoting the arts in the community, or in promoting the community as a place for arts.
- ✚ The City's LEDC should work with owners of industrial properties to

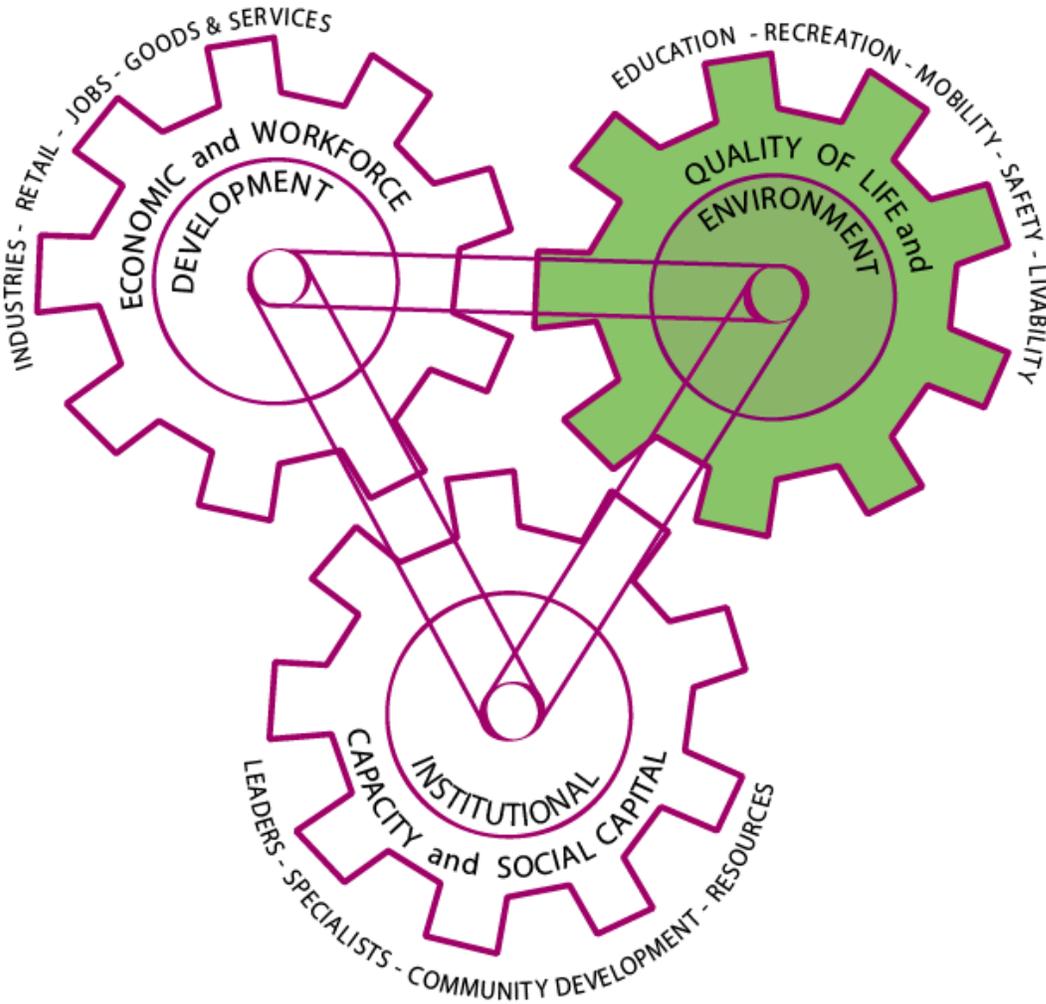
identify potential sites for artist studios or housing. This information can be provided to developers who specialize in spaces for creative professionals.

- ✚ Art studios should be identified as a by-right use in the Transit Village and in light industrial zones.
- ✚ In the long term, after an arts council is established, the council and the City should work together on a cultural plan for Linden.

- ✚ In the long term, the City and the council should work to identify a location for an arts center. (The type of center . such as a small to moderate-size gallery or a large multi-purpose arts center . will depend on how many artists, and the types of arts, that Linden attracts over the next two decades.)

VI. DISCUSSION OF STRATEGIES:

Quality of life and environment



QUALITY OF LIFE AND ENVIRONMENT STRATEGIES⁴

These strategies discussed focus on making Linden a safer, cleaner and healthier place to live, work, and enjoy. Several of these strategies also benefit economic development in the city.

A place that is safer for people of all ages, has more greenery and open spaces that people can enjoy, and makes available more of the goods and services that people consider important to them, is likely to be more livable and more attractive.

It is relatively easy to make a place better for a few people. The challenge is to make a place more livable for as many people as possible in financially and socially sustainable ways. This vision plan is designed to rise to that challenge.

⁴ Some ideas are repeated in this section for emphasis

Land use strategies

- 1. Develop an urban design plan for Wood Avenue that attracts shoppers and promotes Linden's assets and heritage**

The current Transit Village plan provides a useful foundation for the revitalization of the Wood Avenue shopping district. But it takes Linden only halfway to where it needs to go to jumpstart redevelopment activities. People choose to visit or live in an area based on what they think or expect of the *place*. That's why an urban design plan is so important for Wood Avenue. An urban design plan explores such things as: thematic elements (such as the turn-of-the-century brickwork and lamps found in many New Jersey municipalities), the recommended size and heights of buildings, and locations that encourage (or discourage) more activity. Urban design plans often have strong visual elements . such as illustrations and images . that help investors, developers, shoppers and residents envision what the future of the place might look like.

Because Wood Avenue is designated as a county road (County Road 617), the City will need to work closely with Union County

on any design improvements that could affect the roadway.

The plan can serve as a marketing tool to attract developers and businesses, or to help them persuade their investors to put more money into Linden.

Recommended steps to this goal:

✚ The City and the Special Improvement District should work together to engage an urban designer who can work with downtown residents and businesses to develop a strong urban design plan.



Land use strategies

2. Reserve Wood Avenue east of train station for community shopping and services



In the focus groups and public meetings, several Linden residents complained about dollar stores and other types of shops along Wood Avenue that they felt reflected poorly on the image of Linden.

But those stores do meet the needs of some residents in the area. Residents who have one or no cars (which is about 53% of Linden households) may have few options for buying groceries or getting services. Also, if the City wants to attract more people to the Transit Village who will

not be using their cars often, there should be places in the Village for community goods and services.

Wood Avenue east of the train station can be that place. For the next decade or so, there should be enough commercial spaces on the other side of the train trestle to accommodate any new demand for cafes, boutiques or specialty stores. In fact, it is better from an economic development strategy to concentrate these kinds of uses in a three to four block area.



Land use strategies

3. Improve the walkability of St. Georges Avenue with design improvements, trees, etc.



As discussed in the economic development chapter, St. Georges Avenue has many of the kind of uses that people might walk to . a high school, professional services, and community-oriented stores such as pharmacies. But the road looks and feels like a high speed highway. St. Georges Avenue had a higher than average rate of accidents, according to a recent traffic study (see Appendix 1). With growing numbers of immigrant families and low and moderate-income residents near Roselle and Elizabeth . the kind of people who would be more likely to walk to stores

. the avenue’s mix of function and design is a recipe for traffic accidents.

There are several ways to make St. Georges Avenue more attractive to, and safer for, pedestrians. They include:

- ✚ Adding trees on sidewalks to provide shade and greenery.
- ✚ Adding benches, trash cans and decorative street lamps
- ✚ Installing bump-outs at intersections and pedestrian-friendly signals so crossing the street is safer.
- ✚ Encouraging developers to build commercial buildings closer to the sidewalks, which make the corridor more lively and attractive to pedestrians.

Most people would rather live near a street they feel comfortable walking on and crossing than a fast-moving highway. Making St. Georges Avenue more walkable, means making the neighborhoods around the corridor better places to live. (This can also help raise property values and attract new businesses to the corridor.)

Business owners who are used to the current design of St. Georges Avenue might argue that making it more like a Main Street, and less like a highway,

would keep away customers. But the experiences of South Orange, Cranford, Westfield, Highland Park and other communities prove that making state highways more walkable can generate many more potential customers for area stores and services.

There’s another important reason for making St. Georges Avenue more walkable, especially in the northern and southern ends of Linden. Wood Avenue is envisioned as the place for visitors to Linden and for residents to go on special occasions. Residents are likely to want places that feel more neighborhood+, that is, places with small stores and restaurants that neighborhood residents can claim as their own. St. Georges Avenue can play that role. If Wood Avenue becomes Linden’s living room+,

Figure 7.29: Sidewalks along St. Georges Avenue Linden, NJ



that is, kind of place that shows off the best of Linden, St. Georges Avenue can be the family room and kitchen.

Recommended steps to this goal:

- ✚ The City should work with businesspeople, community groups and residents within a quarter- mile of St. Georges Avenue to develop a vision and urban design plan for the corridor. While there should be general agreement about the policies and goals for the plan, every neighborhood should select design strategies that best fit their values and interests.
- ✚ The City should rezone the corridor to discourage more of the type of development seen on Route 1 & 9. Most of the corridor is zoned C-2, the same as on the larger highway. The portions of St. Georges Avenue where the City and neighborhoods want to encourage residents to walk should have zoning similar to that along Wood Avenue. In sections where the City wants to allow greater speeds and lower densities (such as near a fire station), there should be a new zoning designation that requires properties to be closer to the property lines than they would under C-2 zoning, but does not have the same regulations as a C-1 zone.



Land use strategies

4. Create citizen and business support to pursue alternative railroad crossing



Drivers who want to go across town have just three choices to cross the railroad tracks: Park Avenue, Wood Avenue and Stiles Street. This tends to bunch east-west traffic along these streets. This is annoying to drivers, bad for businesses that need to ship goods across town, and reduces the ability of emergency vehicles to travel from one end of Linden to the other.

This plan encourages the City to pursue another crossing above or below the railway. Because a new cross-town connection would have a big impact on nearby property owners, businesses and residents, the City should build widespread public will for this strategy.

Recommended step to this goal:

- ✚ The City, along with businesses and community groups, should organize a grassroots initiative to encourage state and federal agencies to pursue an alternative railroad crossing.



Land use strategies

5. Develop a greenway plan for the City, linking major parks and waterfronts where possible



A greenway is a set of interconnected open spaces, such as neighborhood parks, trails and large undeveloped spaces.

Greenways provide many benefits. Most importantly, they improve public health and safety. Trees and plants help to clean the air. Open spaces provide places for people to relax and exercise and absorb storm water that would otherwise overload storm drains and flood roads and buildings.

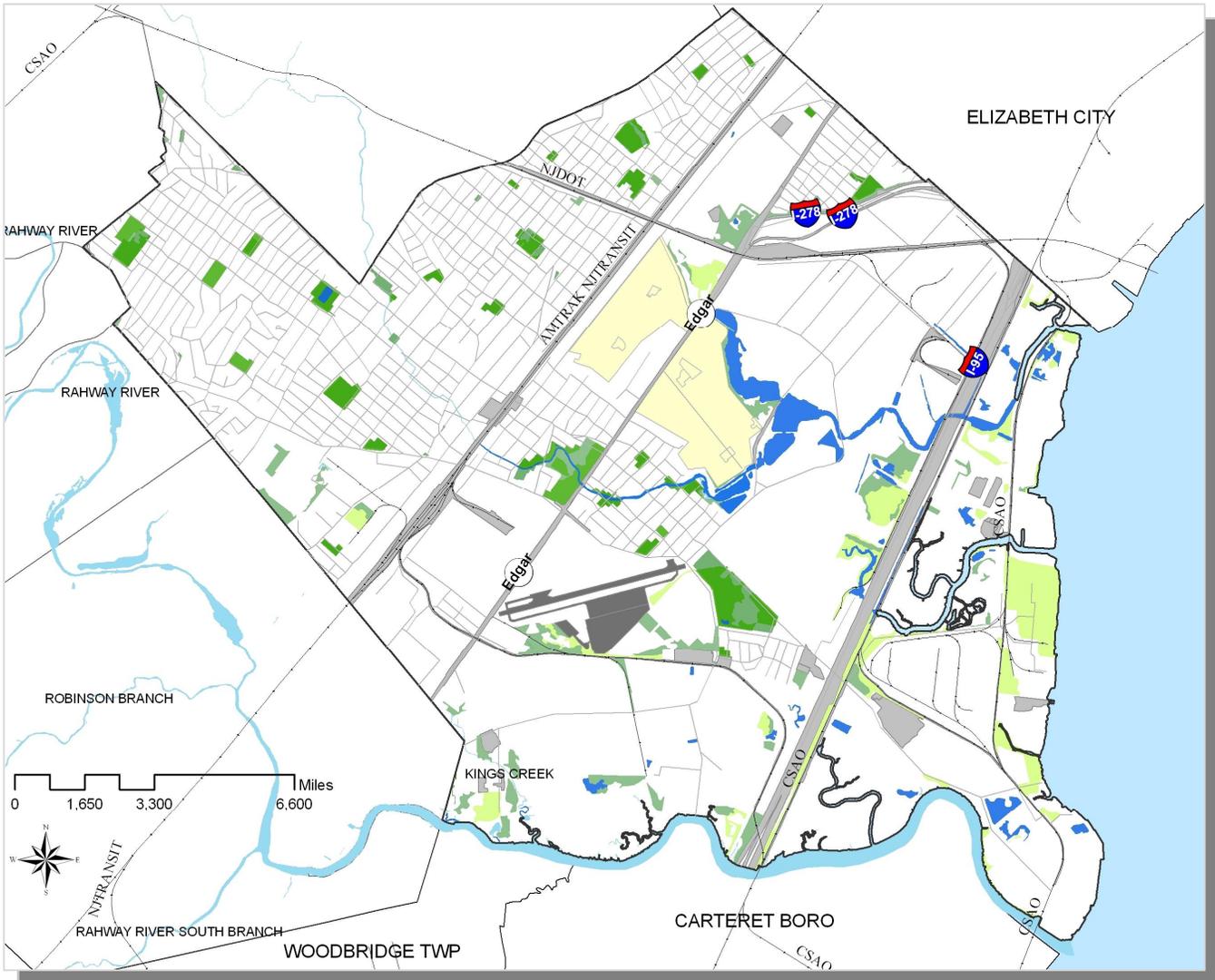
The key to an effective greenway is its connections . to the areas where drainage is an issue and to places where people want to go.

Creating a greenway throughout Linden would mean making some land unavailable for development. It is important, then, that any greenway plans fully engage property owners, residents and businesspeople, who can collaborate to determine where the paths should be and what designs they would most prefer.

Recommended steps to this goal:

- ✚ The City should build interest among residents and businesses for a greenway plan.
- ✚ The City should conduct a visioning and design process for the greenway plan.
- ✚ The City should provide incentives or other ways to encourage property owners to make land available for a greenway.
- ✚ Develop a greenway plan, capital improvement, and drainage plan together to promote more efficient implementation.

Figure 7.30: Parks, playgrounds and water bodies in Linden, NJ





Land use strategies

6. Along the edges of the greenway, require low impact development and offer development incentives to reduce pavement and enlarge the greenway



Water from a number of rivers and creeks drain through Linden out to the Arthur Kill; even if Linden were to stop all development (very unlikely), the city is at risk of more flooding and drainage problems because of any new development in Union County or west along the Rahway River.



Land use strategies

7. Create walking/bicycling paths throughout the city to promote healthier lifestyles



Urban planners and architects who specialize in making places friendlier for pedestrians and bicycle riding have

discovered this: No matter the weather or the community culture, if there are more safe and attractive places for people to walk and ride bicycles, more people walk and ride bicycles. And when more people do that, residents are healthier.

Linden has an excellent infrastructure for walking and bicycling. Most residents are within a quarter-mile walk (about 1500 feet) of a street where they can find stores or services; blocks are short (which encourages people to walk more); and roads like St. Georges Avenue, Route 1 & 9, Park Avenue and others are wide enough to add bike lanes without disrupting traffic.

There are plenty of low-cost ways to encourage walking and bicycling. Street signs put at the eye level of walkers and bicyclists can help orient them to certain paths. %Share the road+signs and other signals can alert drivers to the presence of people walking and bicycling.

Bicycling routes should be created throughout Linden . including Route 1 & 9 and especially towards Tremley Point and Bayway. Some workers who may not have access to cars, and find that public transit is inconvenient, ride bicycles to their work places. Few places in New Jersey have such a diverse array of job opportunities within bicycling distance of a train station. The City, with the support of NJ Transit and the state Department of Transportation, should make it safer for people on bicycles to get to their workplaces.

Recommended steps to this goal:

✚ The City should work with neighborhoods in Linden to develop a set of walking and bicycling paths throughout Linden. This should be a comprehensive plan that makes areas throughout the city safer and more inviting for pedestrians and bicyclists.



Service/capacity building strategies

1. Provide services that encourage Linden seniors to continue living in their houses



It is just as important to plan for the needs of seniors as it is to plan for those of young families.

In 1990, nearly 30 % of Linden residents were 55 or older, by 2000, about 25 % were. That number has stayed pretty steady over the past decade.

The percent of residents 65 and older has been dropping steadily, from 19 % in 1990 to 13 % in the last half of the 2000s. Because Linden's population was relatively stable in the 2000s, and there are more services to help seniors live longer, we would expect the percentage of older

adults to be increasing if most were staying in Linden.

The City has worked through a number of initiatives to help senior residents in Linden, including most notably the John T. Gregorio Recreation Center downtown. In a public visioning session with more than 100 seniors at the center, most said they enjoyed living in Linden.

But there are economic, as well as moral reasons, to do more to help seniors stay in their houses in Linden. The percent of children and teenagers in Linden has been growing steadily since 1990. In 1990, about 22 % of Linden residents were under 20. By the last half of the 2000s, that number grew to more than 25 %. The number of children under 6 years of age grew from less than 6 % to more than 7 %. If current trends continue over the next 20 years, there will be more demand for school services and facilities . which could increase property taxes for property owners.

There are several ways to encourage mature adults and seniors to continue living in Linden. Several of these have been discussed earlier in the plan, including:

- ✚ Providing jitney services to allow residents without cars to go downtown, to stores and to services.
- ✚ Redesigning streets to encourage more walking and biking, this provides more options for all residents to lead healthier lives.

✚ Making St. Georges Avenue safer and more walkable. This can make stores easier to get to, and attract more of the kinds of services and stores that seniors use.

Recommended steps to this goal:

✚ The City should conduct periodic needs assessments with Linden's senior residents. The assessments should explore how satisfied seniors are with their quality of life in Linden, and what they feel could be done to improve their experience in Linden.

✚ In the long-term, the City should work to attract at least one urgent care facility in the eastern or southern neighborhoods of Linden (If a medical facility is built on the GM site on Route 1 & 9, there would be less need to build an urgent care facility).



Service/capacity building strategies

2. Revise the City website to provide more services online



One of the most cost-effective ways for the City to serve residents, businesses and visitors is to make its website the go-to place for information, forms, and to submit applications and inquiries.

Everyone in Linden has access to the Internet. They might have Internet service at their homes or through their mobile phone services. Those without can go to the Linden Public Library. Any business that today does not use the Internet at all is probably not going to be around for long.

An ideal website for Linden should be an online version of an encyclopedia and department store. Visitors would be able to easily find answers to the most common questions asked of City staff members, as well as be able to find and complete permit applications or other forms (and get notified of their resolutions). This can allow the City to reduce the costs it spends per person in City services.

Through the website, the City can also get information to help leaders make better decisions about where to spend limited resources. For example, by tracking complaints of criminal activity and nuisances in a neighborhood, the City's Public Works and Police Departments could work more effectively together to improve that neighborhood's quality of life.

There are plenty of software vendors promoting large, expensive website packages for municipalities. With its limited resources, the City could start small . . . focusing on the most important or requested services first. But it should make a long-term commitment to rebuilding a website that meets the various demands of residents, businesses, visitors and investors. The key to developing a website cost-effectively over the long-term

is to pick a design and infrastructure that allows the site's services and information to grow easily.

Recommended steps to this goal:

- ✚ The City's website should be reorganized immediately and it should have a new front page created. As of the time of this writing, the website is both confusing and does not promote the best qualities of the city.

- ✚ The City should create a working group to develop a website redesign plan. The committee should include at minimum: City staff, representatives of business groups, and representatives of community groups. The working group should survey residents, businesses, and City staff to determine what information, forms, etc., is most demanded by target audiences.

- ✚ In the mid- and long-term, the City will need to make the website the priority of a staff member or consultant. As more people use the Internet as their first point of contact with City staff, maintaining and updating the site should be a high priority for the City.



Service/capacity building strategies

3. Conduct an annual review of Linden Vision Plan and engage more residents and business people from throughout the city



The Linden Vision Plan was one of the first, if not the first, effort to engage a wide range of residents and businesspeople in deep conversations about what they would like to see for the future of the City . and their future in it.

Because of budget and time limitations, the authors could reach only about 250 people. It's better than what had been done before, but more should be done. One of the things we were most concerned about was the lack of representation by Latino residents of Linden in focus groups and visioning sessions. Though the City made efforts to have a representative sample of residents and businesspeople at focus groups, and the visioning sessions were held in several different venues, there were few people to represent the diverse views of more than a quarter of the population.

This is disappointing, but not surprising. Places that have the most productive

public engagement tend to have a history of collaborative engagement among residents, leaders of communities (whether those be civic, business or other), and government agencies. In these types of places, people are more likely to trust that they will be heard and that their views will influence the decisions of leaders and government officials. The people who have good experiences in public engagement sessions are more likely to bring their friends to future sessions.

Having an annual review of the Vision provides more opportunities for more Linden residents and businesspeople, as well as those interested in investing in Linden, to shape the future of the city.

Even though this Vision Plan looks out over 20 years, there is no way to accurately predict the future. In five, ten and fifteen years . or maybe even next year . issues that were not that important today may become critical. As Linden, New Jersey and the world changes, some problems will be resolved while new ones arise. But we expect that most parts of the vision statement and many of the strategies will be reconfirmed through this process. (Reconfirming beliefs and strategies is as important as creating new ones. The process helps organizations, religions and communities thrive.)

The practice of reviewing the Vision Plan every year can help keep leaders focused and help the City adapt better to new challenges.

Recommended steps to this goal:

- ✚ As the stewards of the Linden Sustainability Plan, The Vision Plan leadership group should lead its annual review. The review process should include at least one large public meeting and several small group conversations. There should be a clear process for deciding fairly among competing ideas. Based on the public comments, the leadership group should make recommendations to the City's Planning Board, which would review them to either adopt or to explore for further review. In other words, if a recommendation is not adopted as part of the updated Vision Plan, it should be because the Planning Board is conducting a more extensive review of the recommendation or there is a compelling reason to reject the recommendation.



Service/capacity building strategies

4. Work with neighborhoods to develop block-scale solutions to quality of life issues



The Linden Vision Plan explores issues that have an impact throughout Linden. But there were a number of neighborhood-level issues that residents and businesspeople raised in focus groups and visioning sessions. Among them were

gang activities, aggressive behavior by teenagers, speeding, and the presence of too many dollar stores and chicken shacks.

For many of these problems, the best and most sustainable solutions will come from within the neighborhoods, and will be implemented by both the City and the affected communities. In addition to supporting communities, City officials should work to promote solutions that are consistent with the vision and master plans of the City, and that do not create unfair burdens or nuisances on neighboring communities (in or outside of Linden).

Recommended steps to this goal:

- ✚ The most effective role that the City can play in this effort is to help communities create cost-effective and sustainable solutions. Where there are few or no community leaders or community organizations, the City should work with other institutions in Linden to build leadership capacity in the neighborhoods.
- ✚ Where there is local leadership, the City should provide assistance in the form of information and access to key City staff. Then it should support the implementation of strategies that connect with the City's goals and strategies.
- ✚ Linden Public Schools, the City, the Linden Public Library, and other key institutions in the city should provide spaces for communities to meet and

build their strategies for neighborhood improvement.

- ✚ Members of the Vision Plan leadership team should be available to community leaders to help them connect local solutions to the City's vision and master plans.



Service/capacity building strategies

5. Reuse older educational facilities for community and learning centers



When a school building goes unused after school hours and on weekends, it is a wasted opportunity. Residents and businesses, as well as City service agencies, could use those spaces for a number of productive activities: Learning, community meetings, recreation, and services to the community. The costs of maintaining these facilities open after school hours may be covered through membership fees.

In fact, this is how several cities around the United States use their school facilities.

When a facility is no longer needed or used by Linden Public Schools, it should be offered to the City as a community

space for local residents and businesses. The City and community organizations should work together to identify, or contract, with managers of those facilities. If community members and the City do not want to maintain control of a vacant facility, it should be sold.

Recommended steps to this goal:

- ✚ The City, Linden Public Schools and representative community groups should work together to develop plans to use school facilities during non-school hours.
- ✚ The City should work with Linden Public Schools to identify facilities that are expected to no longer be schools, and develop reuse plans for the facility with the surrounding community.

Figure 7.31: Abandoned properties on St. Georges Avenue



for taxpayers and better service to residents and businesses:

- ✚ What facilities and equipment are overused or underutilized?
- ✚ To deal with facilities and equipment that are overused, should the City buy more space or equipment, or are there more cost-effective options?
- ✚ Could space that is underutilized be reused for other purposes? (In Madison Borough in Morris County, unused public space is being used by a local arts council. This helps Madison attract arts and cultural visitors, which helps local economic development.)
- ✚ Could equipment that is underutilized be leased out to other municipalities?
- ✚ Is the City being as cost-efficient as it could be on energy costs and other infrastructure costs in the city?

Service/capacity building strategies

6. Conduct an audit of city facilities and real property to make better decisions on spending for capital projects and equipment

A facilities and equipment audit can help answer a number of important questions whose answers could lead to lower costs

The investment made in a facilities and equipment audit can lead to long-term savings.

Recommended steps to this goal:

The City should contract with an independent consultant to conduct the audit. While this Vision Plan encourages residents, businesses and City staff to create solutions when they are able to do so, an audit of any kind is best done by an independent professional. This reduces the likelihood that any department of the City would be unfairly favored over another.

residents, businesspeople, and visitors are expecting to do the things online that they used to do with a phone call or in-person visit. These include getting and completing forms, getting detailed information quickly, and contacting city staff.

Better information technology can bring more value to Linden taxpayers. A well-designed IT system will allow City staff to get better information faster . and at less cost. Around the country, IT that keeps track of crime, problems with properties or public spaces, and other information helps public officials direct limited resources to critical areas.

One of the best ways that the City of Linden can show its commitment to being a model city of its kind for the 21st century is to make more information and functions available online . in ways that make it easy for people to find and get what they need.

Recommended steps to this goal:

- ✚ City staff involved with information technology should meet with staff and key stakeholder groups to identify and prioritize improvements to the City's information technology.
- ✚ The City should identify vendors . or in-house staff, if the capacity is available . who can develop systems that allow for the gradual development of IT improvements. (In other words, the City should look for %scalable+ solutions.)



Service/capacity building strategies

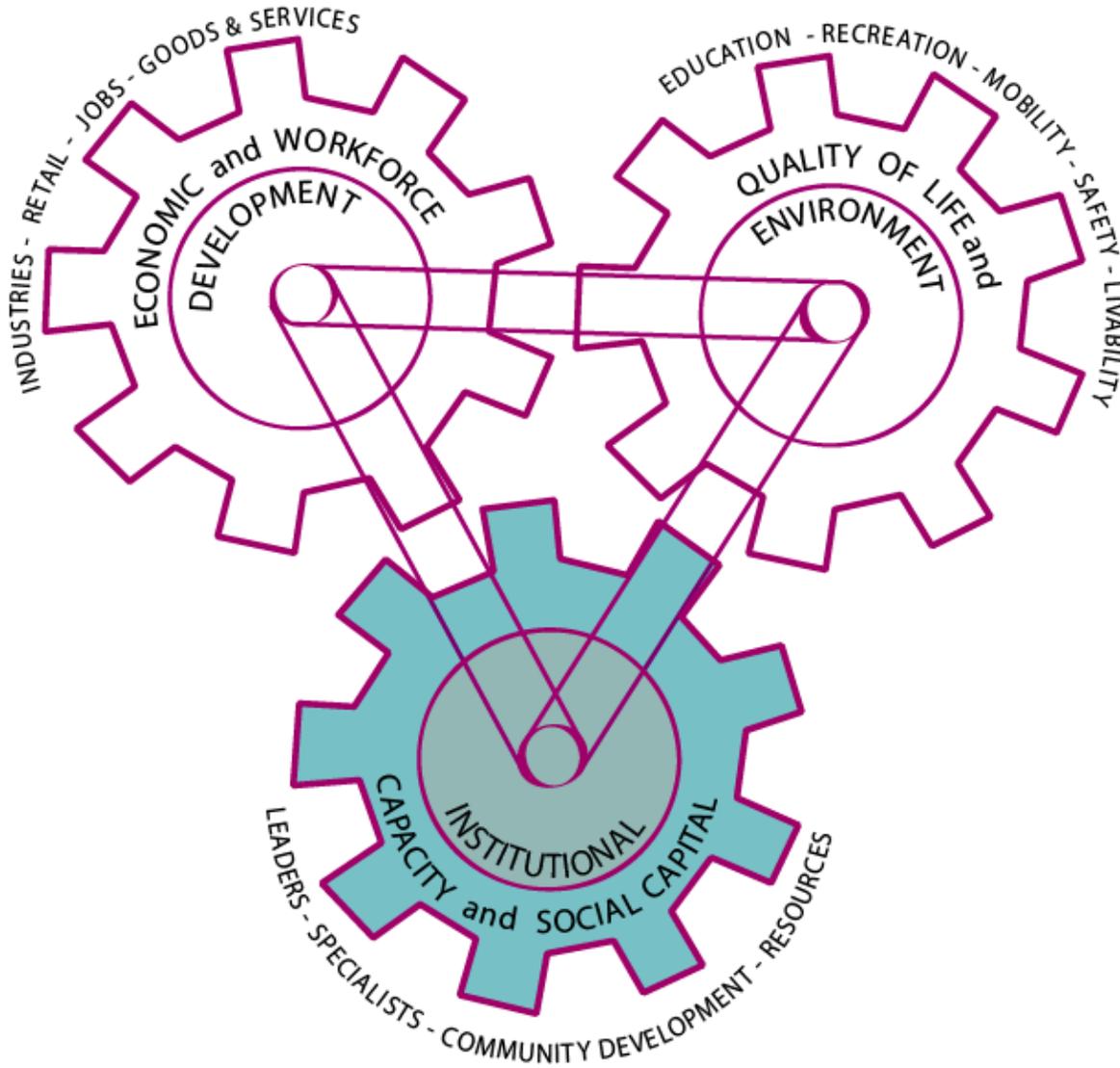
**8. Improve City of Linden
information technology
infrastructure to enhance
productivity and improve
municipal services**



Imagine if the City of Linden had a phone system from the 1920s -- just a few telephones, and anything other than a local call was an expensive and timely hassle. How well could the City of Linden provide services with that technology today? In some ways, the City is in a similar situation with its computer-based information technology. Throughout the country,

VI. DISCUSSION OF STRATEGIES:

Institutional capacity and social capital



**INSTITUTIONAL CAPACITY AND
SOCIAL CAPITAL STRATEGIES⁵**

The success of any plan depends on the sustained will of a community’s leaders and the motivation and capacity of stakeholders in the community.

**Who are the leaders of Linden?
They are all those people – regardless of title or authority – who can influence the thinking and actions of other people and groups**

Some people think that big initiatives . like a Vision Plan . need a few strong commanders to take charge. Actually, the more leaders there are, the more leadership there is. As the authors of the business classic *Good to Great* found, the organizations that succeed most over the long run are those with leaders at all levels, rather than %a genius with a thousand helpers.+

Leaders can get almost nothing done without the collaboration of people. This is where %social capital+is critical.

⁵ Some ideas are repeated in this plan for emphasis

Social capital refers to the positive connections among people in a community. The more people are willing to help one another, the more social capital there is. Some people like to think of social capital as the links that connect people; others like to think of it as a currency that helps bring in other resources.

- 1. Revise the City’s website with E-government solutions and increase City’s capacity to manage and revise site**

The benefits of revising the City’s website for Linden’s economy and for the quality of life of residents were discussed in the economic and community development chapters of this plan.

A new website can have a profound effect on how City officials and leaders view Linden issues and make decisions. There is not enough time to interview everyone about every issue in the City. The people who attend and speak at public meetings tend to be those most passionate about a subject. In fact, the %Town Hall+model used by so many communities is one of the worst ways to get an understanding of public sentiment. Anyone who is uncomfortable with conflict or in large group settings is unlikely to participate. Most of those who attend do not speak up,

leaving decision makers to focus on the most vocal positions.

Online surveys, complaint and kudos boxes, and even statistics about the most viewed pages on a website can help leaders better understand what most concerns or interests their constituents.

Connecting what people say in public with what they say in the privacy of their computers can give officials and leaders a fuller picture of Linden's issues.



2. Build connections within sectors (such as among LIA, Chamber and SID)



The importance of this strategy to economic development and community development was discussed in those respective sections of the plan.

It is not what is on the ground that makes a place great. It is the connections among people and how they in turn connect to their environment. Places with strong connections among different communities are able to work together better to find cost-effective solutions. There will always be some tension. But if the sectors and communities support one another . or at least realize that the chain is only as strong as its weakest links . the tension can lead

to more productive and sustainable solutions.



3. Build and diversify a pool of leaders within the city to address issues and pursue a shared vision



There is no such thing as too many leaders. Having more leaders everywhere in a community can mean more getting done sooner and more cost-effectively. The more diverse the leadership . in other words, the more it can reflect the different types of diversity in Linden . the stronger Linden can be.

This seems easy and obvious. It is not. It is much easier to allow a few strong-willed people to make decisions. Most people find it more comfortable to speak with people who look, think and act like themselves. And some people simply do not want to go through the stress of helping a group of individuals with strong positions become a team of leaders working towards the same mission.

But it is worth it. Numerous studies of human behavior in business and organizations find that diverse groups can take longer to work together as teams. But when they do, they usually develop better and more productive ideas than other teams.

Building a diverse pool of leaders is one of the most important jobs of the Linden Vision Plan leadership group. Like a tree growing up and out as far as possible, the group should identify and recruit more leaders from as many different communities as possible. By 2031, every self-defined community in Linden . be it an age, ethnic, business, or neighborhood community . should be represented in the Vision Plan leadership group.

Recommended steps to this goal:

✚ The Linden Vision Plan should periodically identify the various communities in the city and reach out to representatives to invite them to be part of the Vision Plan group. Current leaders should mentor and guide future leaders.



4. Engage communities in dialogues about city-wide and neighborhood-scale visions and strategies

The best way for the Vision Plan to help build Linden's future is for communities throughout the city to talk about it, argue about it, add to it, confirm what works, and change what doesn't. The Linden Vision Plan leadership group should lead conversations about the Plan. These will often turn into conversations about Linden

itself, and want people want for themselves, their families and their communities.

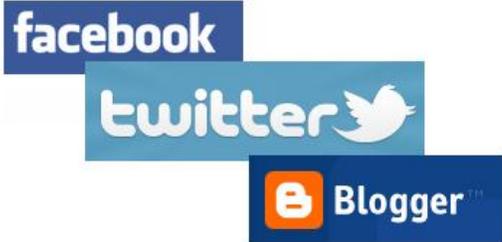
We recommend there be an annual Linden Day, during which the whole city can review and revise the Vision. It would also be useful to have conversations in different parts of the city with diverse communities throughout the year.

Some people (including, unfortunately, some urban planners) believe that when people do not participate in focus groups, visioning sessions, or other forms of public outreach, it is because they do not care or do not speak the language. But that is not usually the case. Often, the organizations or government agencies fail to do enough to reach out to people in ways that show respect for them (such as by holding meetings in inconvenient places and times), or to make the topics or meeting methods interesting enough. If people feel comfortable and confident that their views will be respected, they will be more likely to participate in community conversations.

The worst outcome for the Vision Plan is that it is seen as belonging only to a small group of people somewhere in City Hall. Strategic conversations can make the Vision Plan a document by and for the people who live, work, play and worship in Linden.

5. Use social media (such as Facebook or Twitter), to engage more residents on citywide issues

This is a low-cost, high-impact way for Linden residents and businesses, and those interested in Linden to stay involved in matters affecting the city. Though the tools currently are free and easy to use, managing a community website that allows



As with any public forum . online or in-person . there is a risk of some people dominating it with their vocal views, people saying things that offend others, or overzealous entrepreneurs using forums for free advertising. But the risks are worth taking, because:

Residents, businesspeople and others who are uncomfortable speaking up in town hall-style meetings or other forums can share ideas and learn about and from one another.

Leaders can learn more about the issues that most concern their constituents. Most people understand that views expressed in public forums are only of the people who posted them. There are tools in software for public discussion that allow community members to alert forum moderators about inappropriate comments.

This effort should be led by individuals or a group that could be seen as fair and impartial community moderators. The Vision Plan leadership group could oversee or sponsor these efforts. The people who moderate or facilitate these forums should be invited to be part of the leadership group.

6. Hold annual “Envisioning Linden” events and activities to explore the future of the city and review the Vision Plan.

As an open outdoor space in the middle of Linden’s downtown, the Promenade provides space for farmers markets, concerts and movies. The City should encourage even more activities there, especially events where residents and businesses can engage and learn from one another. For example, the Promenade would be a good location for Vision Plan leaders to engage stakeholders in conversations about the future of Linden.

This page is intentionally blank

VISION LINDEN

APPENDIX

Appendix 1: Traffic and transportation analysis

EXISTING CONDITIONS

For the past decade, traffic issues have attracted the attention of Linden's leaders. The City's 2002 Master Plan Circulation element relates Linden's economic vitality to its location. Linden's rapid development and sustained economic growth has come about largely due to its location as a major transportation hub, (Master Plan Circulation Element, p. 71). The Goethals Bridge, which connects Staten Island (and Brooklyn via the Verrazano-Narrows Bridge) to eastern Union County and empties into Linden via the short, incomplete Route I-278 connector. The City is bounded by the New Jersey Turnpike on the east and Garden State Parkway on the west. Both US Route 1 and State Route 27 (St. Georges Avenue) traverse Linden in the north-south direction.

As the 2002 Master Plan Circulation Element notes: "However, this [location as a major transportation hub] has caused some drawbacks. As traffic congestion in the region increases, Linden finds itself pressured to provide adequate thoroughfares to traffic traversing the city. Linden's proximity to major roadways creates bypasses on local roadways. During peak traffic times, Route 1 and Elizabeth Avenue become congested, causing motorists to seek bypass routes on the local streets. A combination of truck and auto traffic through residential areas creates physical nuisances such as noise

and vibration, which affect the quality of life of local residents." (2002 Master Plan Circulation Element, p. 71) Retail development along Route 1, constructed and planned, should further congest that corridor for more hours of the week.

In Linden, west of the intersection of Route 1 & 9 and Wood Avenue, is the downtown district with residential neighborhoods, retail and small commercial business as well as the Linden rail station on the Northeast Corridor. To the east of Route 1 & 9, along Wood Avenue, are residences and the major industrial and refinery section of the City. The Route 1 segment between Park Avenue and Stiles Street is the leading site of traffic accidents in the City (2003-1006 data, city of Linden Economic Development Corporation Traffic Study, p. 3). In 2005 five intersections from Park Avenue to Stiles Street produced 330 accidents.

East-west travel through Linden has limited thoroughfares. A connector that would have extended I-278 to connect with I-78 in the Union Township area was de-designated from the Interstate Highway System many years ago because of citizen opposition. The Northeast Rail Corridor, extending from Linden's southern border with Rahway to its northern border with Elizabeth, is built both on an embankment and at-grade, but train speeds and frequencies preclude at-grade crossings.

As a result, Linden has only three east-west crossings of the Northeast Corridor: an overpass at Park Avenue near Linden's northern border and two underpasses near the Central Business District, at Wood Avenue and Stiles Street. Whereas Wood Avenue serves as the central business district and contains many traffic signals and has much pedestrian activity, Stiles Street, with fewer traffic lights and more direct connections to the Garden State Parkway, tends to carry the heavier truck and other through traffic.

PROJECTS OF SIGNIFICANT IMPACT TO LINDEN

Two autonomous transportation authorities are planning major improvements that could significantly impact Linden's economy and traffic conditions. The first is the Port Authority of NY & NJ's planned replacement of the functionally obsolescent Goethals Bridge. The increased capacity of the replacement span will highlight the importance of completing the "missing links" between I-278 and the Route 1 & 9 (I-278 W and Route 1 S & Route 1 S to I-278) which is so important. The second is the construction by the New Jersey Turnpike Authority of the Tremley Point Connector Road from Interchange 12. This new road will facilitate redevelopment of the underutilized Tremley Point area by bringing it closer to the NJ Turnpike and allow it to develop without imposing additional truck traffic on Ward 7 neighborhoods adjacent to South Wood Avenue.

Goethals Bridge

The Port Authority of New York & New Jersey (PANYNJ) is poised to receive the Record of Decision from the U.S. Coast Guard on a replacement span as recommended in its Final Environmental Impact Statement. The replacement span would provide six 12-foot-wide lanes with full shoulders in both directions and a sidewalk/bikeway. Additional and wider lanes and full shoulders in the bridge will help relieve congestion by minimizing delays due to traffic volume, vehicle breakdowns and slow-moving trucks.

The current Goethals Bridge, consisting of four traffic lanes, is in need of major rehabilitation and frequently causes congestion due to its antiquated, narrow design. The agency has proposed completely replacing the structure instead of spending money on rehabilitation, which would cause years of delays and fail to address the bridge's obsolete design. The preferred alternative, a cable-stayed design, will improve customer service, modernize the bridge, provide the capacity for transit options, and enhance the safety and reliability of the crossing. The agency has announced it next intends to proceed to issue a Request for Proposal on a Design/Build & Maintain concession to a private company. The Port Authority will not cede power to set the tolls on the Goethals Bridge. The agency's preliminary plan aims to begin awarding construction

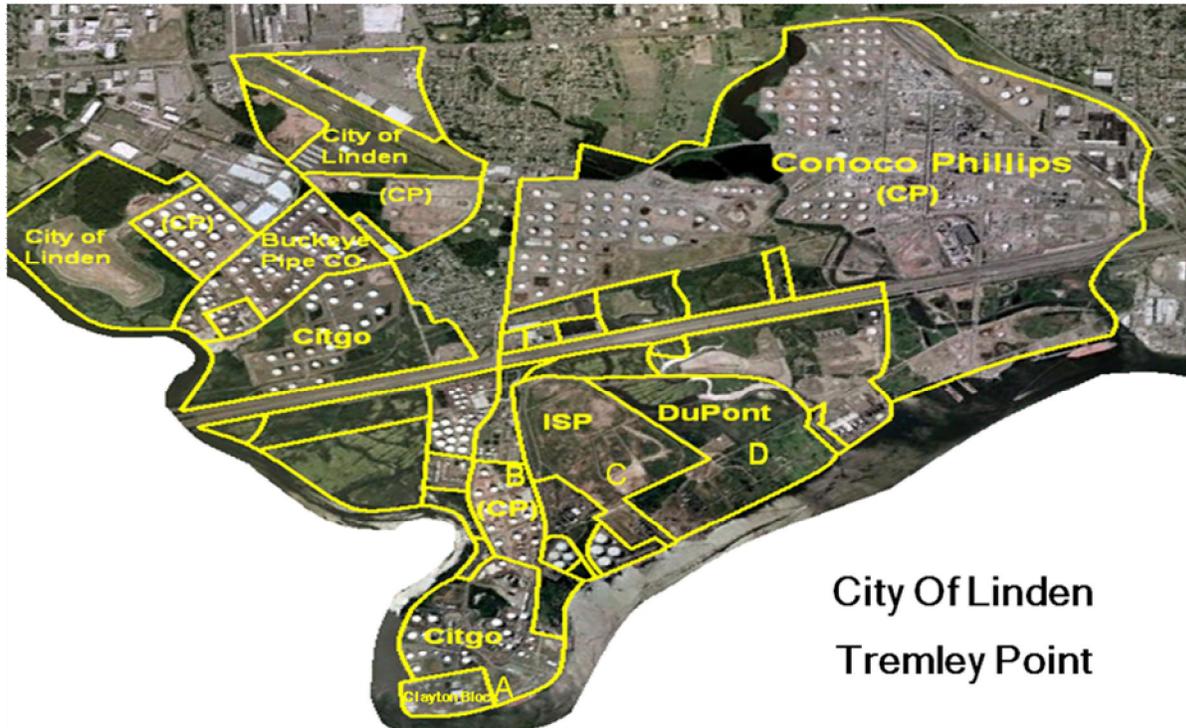
contracts in 2011, with bridge completion in 2015.

In the development of this project the PANYNJ also promised to examine the feasibility of adding the two missing ramp connections from I-278 westbound to Route 1 & 9 northbound and from Route 1 & 9 southbound to I-278 eastbound, recognizing that additional traffic will be generated by the replacement bridge and the frequent localized traffic congestion on the Elizabeth-Linden border would worsen without construction of the missing links. It further authorized the Executive Director to enter into a Memorandum or Memoranda of Understanding with appropriate entities to effectuate the preliminary planning, environmental analysis and design support for the potential improvements to the Interchange Ramps.

**Tremley Point Connector Road
(TPCR)**

Union County requested the NJ Turnpike Authority to investigate means to provide a new direct connection between the Turnpike and the proposed redevelopment area at Tremley Point, Linden so as not to increase truck traffic through the residential neighborhoods along the route to and from Tremley Point. Tremley Point is currently composed of approximately 400 acres of underutilized and vacant brownfield areas and several petroleum storage facilities that distribute refined petroleum products to the region.

To deliver the traffic from the Tremley Point area to the Turnpike at Interchange



12, the construction of a new TPCR is being proposed between Tremley Point Road in Linden and Industrial Highway in Carteret. This will allow traffic to enter the Turnpike via the new access from Industrial Highway to the toll plaza at Interchange 12 and not have to rely upon the existing local roads within Linden through mixed use and residential neighborhoods, which principally impact South Wood Avenue, to support the redevelopment of Tremley Point through mixed use and residential neighborhoods, which principally impact South Wood Avenue.

The proposed TPCR consists of the construction of a new, four-lane, predominantly pile-supported roadway/bridge that will provide a direct link between Industrial Highway in Carteret, Middlesex County, traverse the Rahway River and connect at Tremley Point Road in Linden. The New Jersey Turnpike Authority is the project sponsor for the TPCR and intends to transfer full ownership and maintenance to Union and Middlesex County upon completion of construction. An Environmental Assessment (EA) has been prepared for the U.S. Coast Guard. Included within this EA is a description of the proposed TPCR, the purpose and need for the TPCR, a description of existing environmental conditions and evaluation of potential impacts resulting from implementation of the proposed TPCR, alternatives to the proposed TPCR, and mitigation measures for the TPCR.

Tremley Point is one of a few undeveloped areas close to the Port that can provide a warehousing/distribution network to support realized and anticipated growth of the Port and the metropolitan region. In conformance with the Port Authority of New York/New Jersey Portfields Initiative, State Master Plan, Brownfield Redevelopment Act, Smart Growth Initiatives, and Union County and Middlesex County planning goals, the redevelopment of the brownfields on Tremley Point will remediate known contaminated sites for beneficial reuse that will be a benefit to the citizens of Linden in particular and the residents of New Jersey overall.

The redevelopment will likely occur based upon numerous factors including market demand, capacity of supporting infrastructure and access roads, economic viability of the development projects, and local and state planning policies and site conditions. The redevelopment of Tremley Point will be subject to separate review and regulatory permitting authorizations.

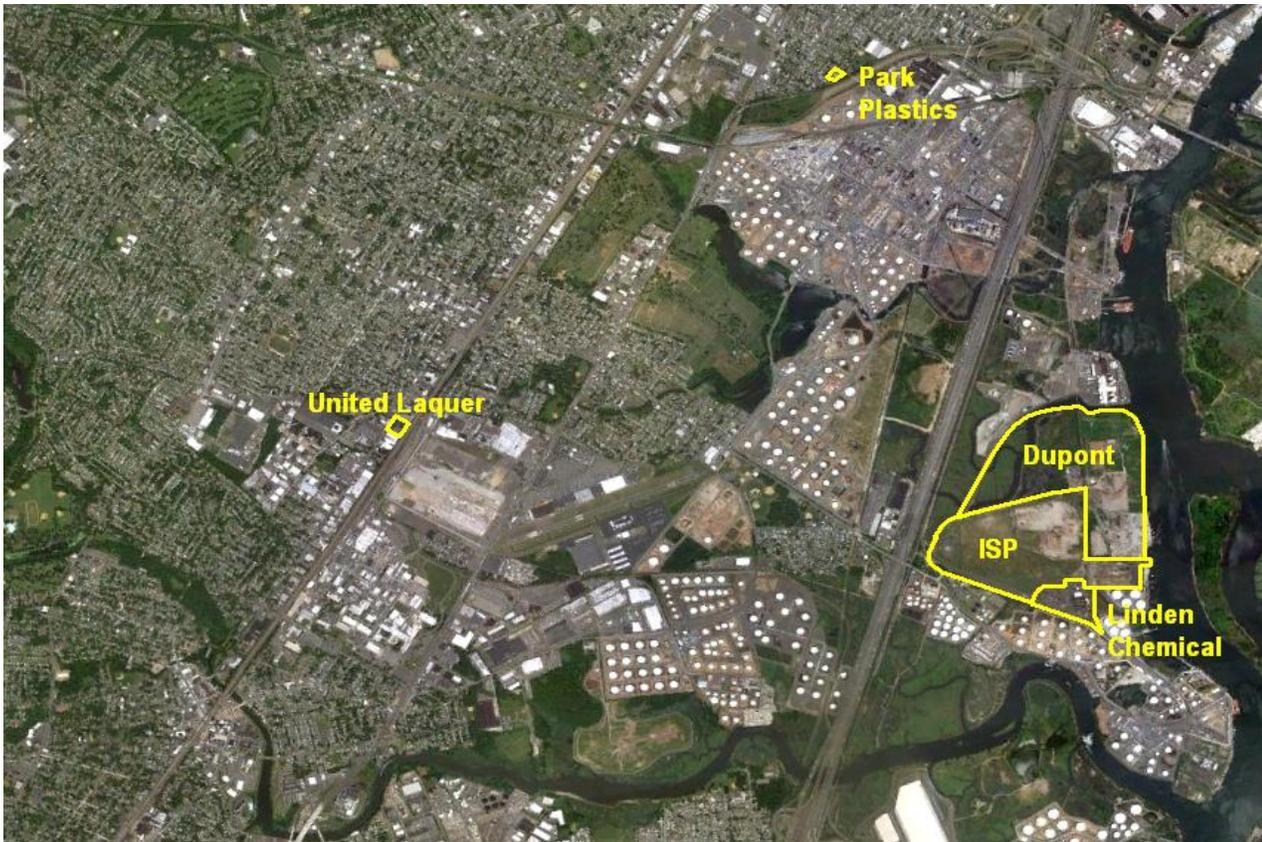
The TPCR will require Federal Permits from both the U.S. Coast Guard and the U.S. Army Corps of Engineers. The draft Environmental Assessment (EA) was distributed for public review and comment on December 15, 2008. The U.S. Coast Guard has reviewed the comments received from this public notice and prepared responses. The EA has been updated EA, as of April 2010, and includes comments and responses from the December 15, 2008 request. Stakeholders

continue to raise environmental issues that the Coast Guard is considering. Once environmental permits are granted, the NJTA estimates the project will take two years to construct.

Union County Route 1 & 9 Corridor Study (2010-2011)

This important 12-month traffic study, which began in mid-2010, is examining traffic flows along Route 1 & 9 in Linden as well as Elizabeth and Rahway, an area marked by heavy truck traffic and pedestrian crashes. The study area will encompass almost seven miles from 46.20 MP at the Elizabeth/Newark border to the 38.24 MP at the Rahway/Woodbridge border. The highway currently supports a variety of land uses including commercial,

Fig, Brownfields near Tremley Point, work in progress



retail and residential. It is a means of access to Newark Liberty International Airport, Port Elizabeth and Linden Airport. In the City of Elizabeth, it links to the Turnpike Exit 13A by Newark Airport. The highway is linked to the Turnpike Exit 13 via the I-278 connector, which also provides access to the Goethals Bridge.

The goals of the study are: to further safety along the corridor; reduce delays and traffic conflicts; balance the transportation demands of the local communities along the highway with those of the region. First, safety is a major concern. It will pick up the findings of the 2006 Route U.S. 1 and 1 & 9 M.P. 35.00 to M.P. 45.50 Safety Impact Team study. That study identified five Linden intersections among the 15 intersections in that segment with the most crashes. Another objective is the formulation of intermediate and long-term transportation goals for the corridor and its major feeder roads that will provide an important a framework for future engineering and planning efforts. To do so, it will examine integration of land use effects with transportation and will develop comprehensive Corridor Plan. One step in this process is to identify transportation problems and locally accepted solutions and to develop conceptual plans which can be advanced to preliminary design by the NJDOT or NJ Transit. An example of local redevelopment is the former site of General Motors assembly plant in Linden and the transportation plans that have been prepared to mitigate its effect on local traffic conditions.

Finally, the study will take cognizance of the potential impacts to the highway corridor of major infrastructure improvements in the area and other developments by transportation agencies other than NJDOT and NJ Transit aimed at improving regional travel. This need to be better understood and integrated into the future plan for the highway. An example is the Goethals Bridge Modernization Program. The PANYNJ has promised to examine the feasibility of adding the two missing ramp connections from I-278 westbound to Route 1 & 9 northbound and from Route 1 & 9 southbound to I-278 eastbound as well as replacing the Bridge with more capacity than it currently carries. As these additional demands are placed on the Route 1 & 9 Corridor in Union County, the local travel needs, safety and of the local communities have to be addressed and assured in tandem with those of the regional and interstate movement of vehicles and goods. Another example is the New Jersey Turnpike Authority to extend the industrial road leading from Interchange 12 in Carteret over Morse Creek into Tremley Point.

Throughout the study, there will be a high level of involvement with the municipalities in the study area as well as with NJDOT and NJ Transit and the resources offered by Meadowlink, the local Transportation Management Association. The planning and engineering firm of Parsons Brinckerhoff, Quade & Douglas has been selected to perform the study. Linden officials have been interviewed about current conditions and land use changes

that are expected to change traffic performance in the in the corridor. Linden officials have identified a new safety issue, the propensity of southbound Route 1 & 9 motorists to enter the highway from the I-278 connector and improperly cross southbound traffic lanes to achieve a short-cut crossing to the driveway to BJC Warehouse. The Technical Advisory Group organized for the study will be convened in January.

NEED FOR GREATER EAST-WEST ROAD CAPACITY

Despite the major projects and studies outlined above, one important Linden traffic concern remains unaddressed. This is the movement of traffic across Linden, from east to west, from Route 1 & 9 to Route 27 (St. Georges Avenue) and the Garden State Parkway interchange 136. Major factors in that congested movement are the limited number of road crossings of the Northeast Rail Corridor (Park, Wood and Stiles) and the inappropriate location, purpose and design of each of those roads to serve this traffic. In addition, the aforementioned de-designation of the I-278/I-78 connector from the federal Interstate Highway System has contributed somewhat to this congestion. Looking ahead, replacement of the Goethals Bridge with a higher-capacity bridge, development of the GM site into retail and warehousing uses and the economic redevelopment of other light industrial sites will add to the traffic.

A second piece of evidence that this need is on City leaders' minds is the unsuccessful application for competitive TIGER funds for the construction of a new underpass of the Northeast Rail Corridor at Roselle Street. This would have created an alternative route from Route 1 & 9 to Route 27. Another suggested option has been to build an overpass or underpass across the Northeast Rail Corridor at Pleasant Avenue adjacent to the GM site.

Associate Professor Rachel Liu, with assistance from former Linden resident and transportation engineer Pete Sklannik, Jr., will be studying the Stiles Street corridor, looking for traffic engineering solutions to congestion and hazards at intersections such as West Blancke Street and Route 27. This class will attempt to use regional traffic data to understand and explain the origins and destinations of motor vehicles now traversing Linden from east to west. This could be a useful building block for further study of how to ameliorate this traffic flow.

Vision Project Steering Committee member Eduardo Szmurlo, a licensed Professional Engineer, has sketched a proposal for extending the I-278 interchange eastward adjacent to the Staten Island Rapid Transit tracks along E. Baltimore Avenue toward Route 28 in Roselle Park and Garden State Parkway interchange 137.

**OUTCOMES OF COMPLETED
LOCAL ROAD**

In 2008 Union County conducted a study of traffic and pedestrian safety issues on a 1.8 mile stretch of Wood Avenue stretching from U.S. Route 1 & 9 west to Palisade Road. The study noted that Wood Avenue was one of only two road crossings of the Northeast Rail Corridor (the other being Stiles Street) that serve the central portion of the city. And that traffic is focused at these constriction points. It also noted the likelihood of increased traffic resulting from redevelopment projects such as the GM site.

The study identified short-term and long-term improvements for motor vehicle traffic and pedestrian safety. Foremost among the short-term improvements was the suggestion that the visual advance warning system installed for truckers of the substandard 12q4+clearance of the Northeast Rail Corridor bridge over Wood Avenue be supplemented in a number of respects. A second area for immediate low-cost attention was the pedestrian crossing facilities at the intersection of Wood Avenue and Route 27 (St. Georges Avenue) (e.g., pedestrian heads, crosswalk signal activators, and higher visibility crosswalk hatching) Similarly, pedestrian safety facilities from Gibbons Street (adjacent to School #1) and eastward could be upgraded at low cost.

Two longer-term improvements were suggested. The first was the low-cost installation of inexpensive satellite-based time coordinators to manage the closely-spaced signalized intersections in the downtown area. The second improvement, proposed to be coordinated with the development of the Transit Village program and judged a medium cost project, would be to extend the train station platforms on both the eastbound and westbound side platforms and provide pedestrian access from the north side of the Wood Avenue underpass to both platforms. This would eliminate the need to cross busy Wood Avenue at this high activity mid-block location.

Implementation

A member of the Steering Committee with professional training has also identified the intersections of Elizabeth and Linden Avenues with Wood Avenue as congested and deserving traffic engineering attention.

**Route 27 (St. Georges Avenue)
Safety Study**

From June 2008 through June 2009 Union County conducted a corridor safety study from midtown Elizabeth through Linden to the Middlesex County border. Route 27, being mainly a 4-lane state highway, is maintained by NJDOT. The City of Linden sat on the study's Technical Advisory Committee. Based on traffic volume data collected by NJDOT, origin-destination/travel pattern data from the North Jersey Travel Demand Model, and crash data from the NJDOT crash data base. The study area is heavily traveled, carrying as much as 35,000 vehicles per day through Linden. Five of the nine most

congested intersections in the study area are in Linden or shared by Linden and Roselle. The crash data showed a higher than average rate of accidents (by 45 %) for roadways of this type. The project team determined what travel conditions and intersection operations will be like in the future.

The study also updated, reviewed and integrated recommendations developed by the 2007 NJDOT Pedestrian Safety Impact Team, conducted a lighting analysis and integrated other studies relating to non-motorized travel. The study found that 70% of the crashes occurred at signalized intersections and that the worst intersection is Wood Avenue on the Linden-Roselle border. With regard to the adequacy of lighting in the corridor, the study also found that a higher than typical

Rte 27, St. George s Avenue Safety Study



percentage of crashes occurred in darkness, with more than 40% of the pedestrian/bicycle crashes occurring in darkness.

With regard to infrastructure throughout the 4-city study area, the study found that the traffic signals are highly antiquated: only eight signals have pedestrian heads and many of these are out-of-date, only four intersections have left-turn slots, some traffic signals have antiquated electro-mechanical controllers, some lighting does not comply with minimum recommended lighting guidelines and there is only one bus shelter within the entire corridor. The report observes that the absence of left turn lanes is underscored by the fact that more than half the crashes are rear end,

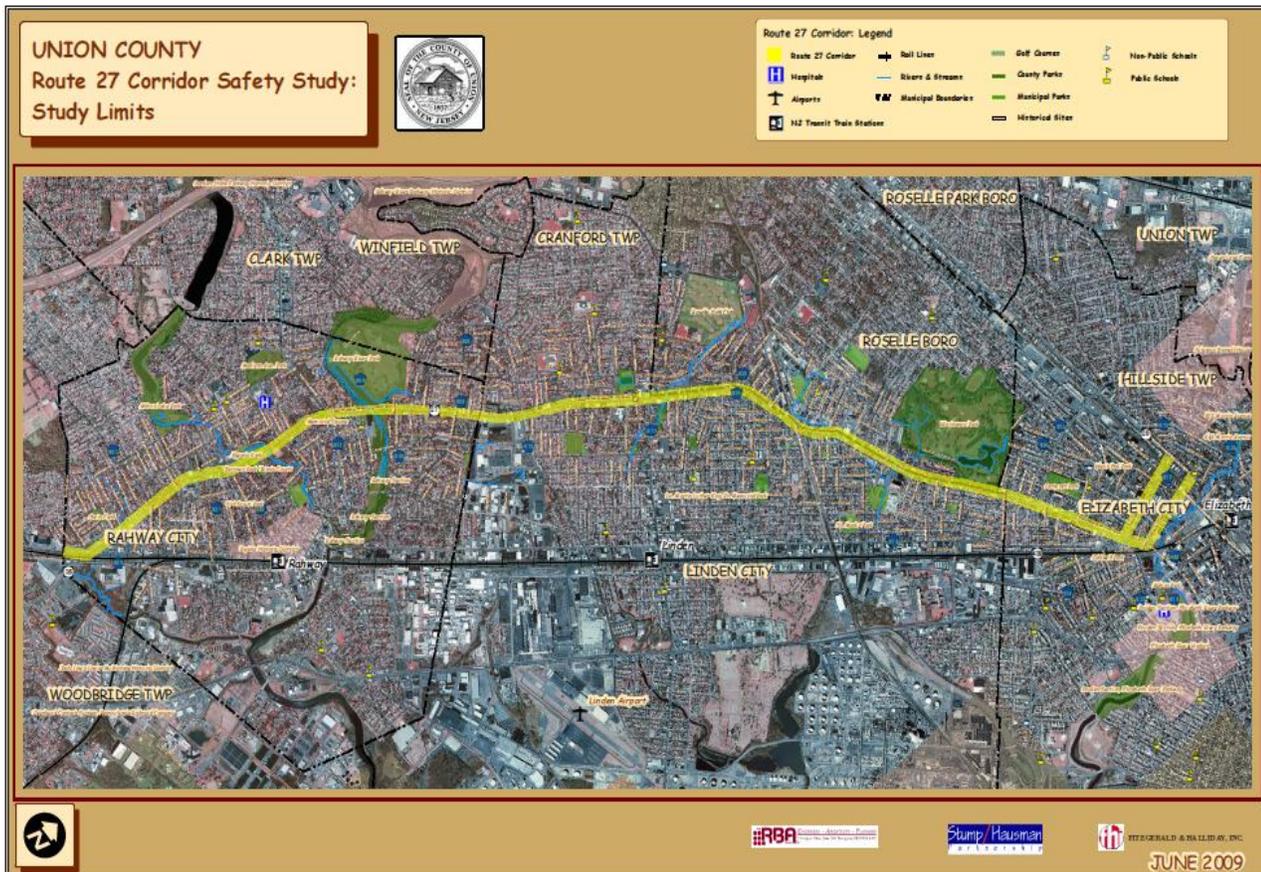
sideswipe or left turn crashes.

Corridor-wide recommendations were developed in four categories:

Engineering and Operations - Include measures such as updating antiquated signals, provision of pedestrian-scale lighting, municipal way-finding, signage at school zones, and bus stop inventory and/or design.

The study selected two Critical Locations+ in each municipality. For Linden the Critical Locations+ selected were as follows:

- The intersections of Dewitt Terrace/Dewitt Street and Route 27



(numerous traffic engineering improvements, including a School Advance Warning)

pedestrian sting operations, safe routes to schools programs, and transit informational programs.

- ✚ The intersection of Wood Avenue and Route 27 (install bus shelters; replace traffic signals with a modern roundabout)
- ✚ Between Chestnut Street to Chandler Avenue (install advanced warning signs for motorists at the curve near Baltimore Avenue in Linden/Roselle at the point where Route 27 narrows from four to two lanes; numerous traffic engineering and pedestrian safety improvements; evaluate reduction of Route 27 from four lanes to two lanes between Roselle and Frank Streets)
- ✚ Along Warinanco Park frontage from Park Avenue to end of park property (install missing sidewalk; striping improvements; lighting improvements and evaluate relocation of bus shelter).
- ✚ Maintenance . Include measures to enhance crosswalk striping, street light maintenance and bicycle-safe drainage grate replacement
- ✚ Regulatory - Include revision and adoption of pedestrian and transit-friendly local land use and zoning ordinances
- ✚ Enforcement and Education . Include joint municipal traffic safety campaigns, police activity associated with

Implementation

Many of the proposed tasks outlined in this report fall outside the jurisdiction of Linden officials (mainly NJDOT). The study was conducted by the County and conceivably it could have served as an advocate for implementation, but its Engineering Department has been significantly pared back. A number of tasks could be undertaken by City of Linden officials but no direction has been provided. Moreover, Linden has not organized itself to advocate for implementation by others.

City of Linden capacity to perform its transportation responsibilities

This Vision Project has validated the opinion of City of Linden officials that transportation issues are central to maintaining the future economic vitality of Linden and the quality of life of its citizens. Responsibility for transportation facilities and operations is split among many government agencies. These include the Port Authority of NY & NJ, the New Jersey Turnpike Authority, the New Jersey Department of Transportation, NJ TRANSIT, Union County and the Borough of Roselle.

Within Linden's executive structure no one is clearly in charge of transportation policy and priorities. In fact, responsibility for transportation issues currently is divided

among the Linden Economic Development Corporation, the Engineering Department, the Police Department and the Planning Board. There is a sense among some City officials that the City's current structure of government often does not lead to coordinated executive action. For example there is no annual or multi-year capital improvement plan in place in which transportation priorities could be considered and, despite the dynamics of transportation and land redevelopment activity surrounding Linden, there has not been an update of the Master Plan Circulation Element since 2002.

This lack of clarity is further blurred by the Strong Council form of government, where various Councilmanic committees can become involved in transportation priorities and issues. Although there has been useful discussion of creating a Councilmanic committee to deal with traffic management, this has not occurred.

Therefore, since transportation planning and engineering play such a central role in Linden's strategic future, the absence within City government of clear responsibility and capacity to address this wide range of transportation issues is an issue that should be forcefully and promptly addressed.

The Linden Economic development Corporation has advocated that the City seek external funding for a city-wide transportation plan. A necessary first step for the City is to assign clear responsibility for transportation policy, priorities and

implementation and to hire a transportation specialist to City staff with professional credentials to assist the designated transportation point person. That staff individual would be responsible to a superior for developing a work plan for dealing with the issues outlined in this report and executing that plan to the best of that person's ability. The tasks would include:

- ✚ Advocacy to higher levels of government for implementation of existing study recommendations;
- ✚ Attention to securing proper arrangements concerning the projects of autonomous agencies;
- ✚ Identification of specific disciplines needed from consultants, and
- ✚ Coordination of the transportation elements by the police, Engineering/Public Works and the Planning Board of a Transit Village program, Capital Improvement Program, Master Plan Circulation Element and local implementation of study recommendations.

**CITY OF LINDEN SEWER AND RAIN
DRAINAGE INFRASTRUCTURE**

An essential element of the City of Linden sustainability and residents' quality of life is the municipal sewer and rain drainage infrastructure. Infrastructure in poor, or badly, operating conditions are costly to maintain and cause disruption to residents' quality of life, flooding and sewer backups.

Recognizing the importance SRDI (Sewer and Rain Drainage Infrastructure) to large amount of development that will take place in next few years, the Strategic Vision Steering Committee identified SRDI as a priority item. Members of the study team are City Engineer, Public Work Supervisors and retired City Engineer and Public Works retired employees.

The objective of their analysis is to answer the following questions:

- ✚ Can the current SRDI for the City of Linden sustain the large number of identified site development projects? The current condition of the SRDI will have a major cost impact on the City and Developers. The city is not in a financial position to remediate problems nor are developers willing to take on projects that include high construction costs. The study identified those areas in the city scheduled for development such as the mid town area around the Linden Train Station, GM Property, Tremley Point properties, St. George

Avenue and West Blancke Street. Since the City of Linden received %Transit Village+designation, mix use development will take place in the next 24 months.

- ✚ An integral element of the detail Study of SRDI is developing a plan of action to remediate identified issues and the estimate costs of the remediation. The Identified costs to remediate the SRDI issues are essential for the City to prepare a plan for financial sustainability planning.

SUMMARY OF SRDI STUDY RESULTS

The project team compiled SRDI information into three parts. A) Analysis of SRDI in down town area within the Transit Village designation area, B) City recurring Flooding problems, C) City identified Sewer Problems.

Linden has a separated system of storm and sanitary sewers, consisting of approximately 98 miles of sanitary sewers and 25 miles of storm sewers. In addition, it is traversed by the following water courses: West Brook (2.8 miles), Peach Orchard Brook (1.7 miles), Jouet Brook (0.4 miles), Morses Creek (1.8 miles), Kings Creek (0.9 miles), Marshes Creek (1.9 miles) and Piles Creek (1.5 miles).

1. Analysis of SRDI in down town area within the Transit Village designation area

The SRDI study of the mid town area indicated that infrastructure in the TV designated area is more than adequate to support large mixed-use development. This is a positive condition which favors downtown development.

2. City recurring flooding problems

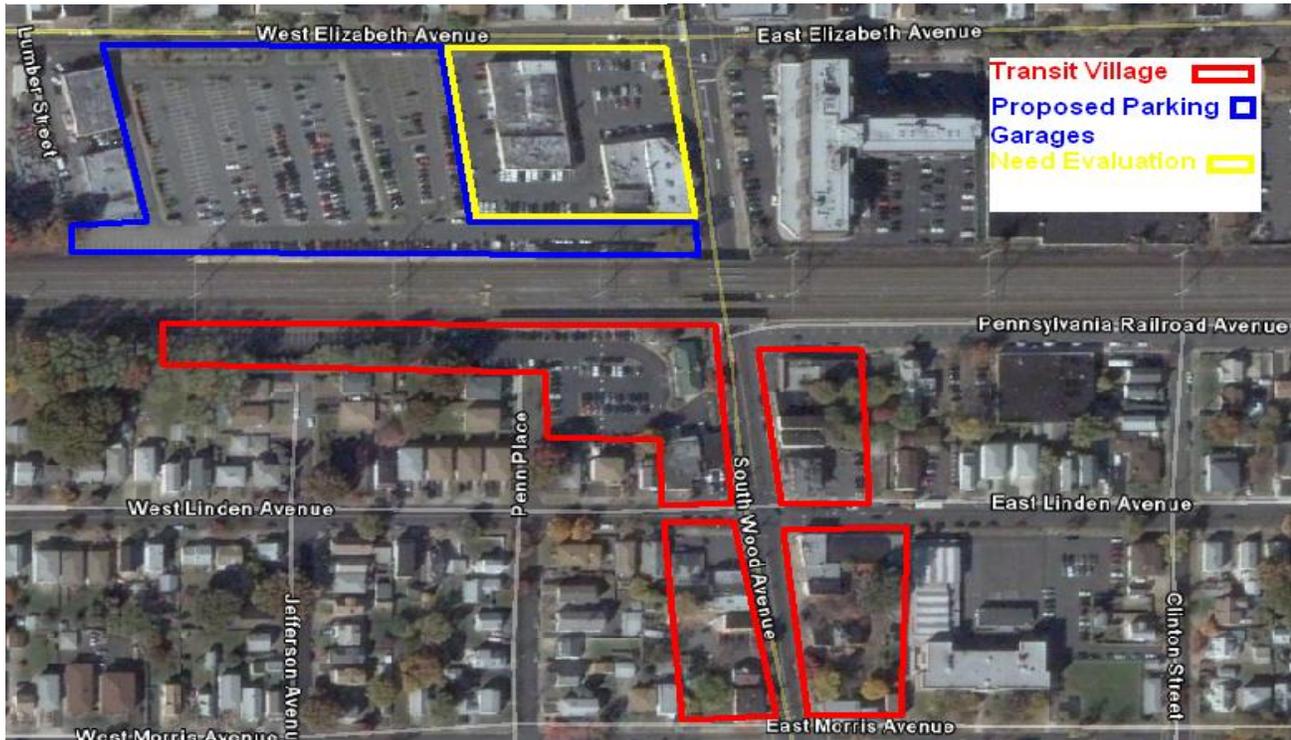
There are four (4) areas of the city with recurring flooding problems, mostly caused by intense thunderstorms. These include:

- ✚ Peach Orchard Brook between E. St. Georges Avenue and Route 1 & 9 in

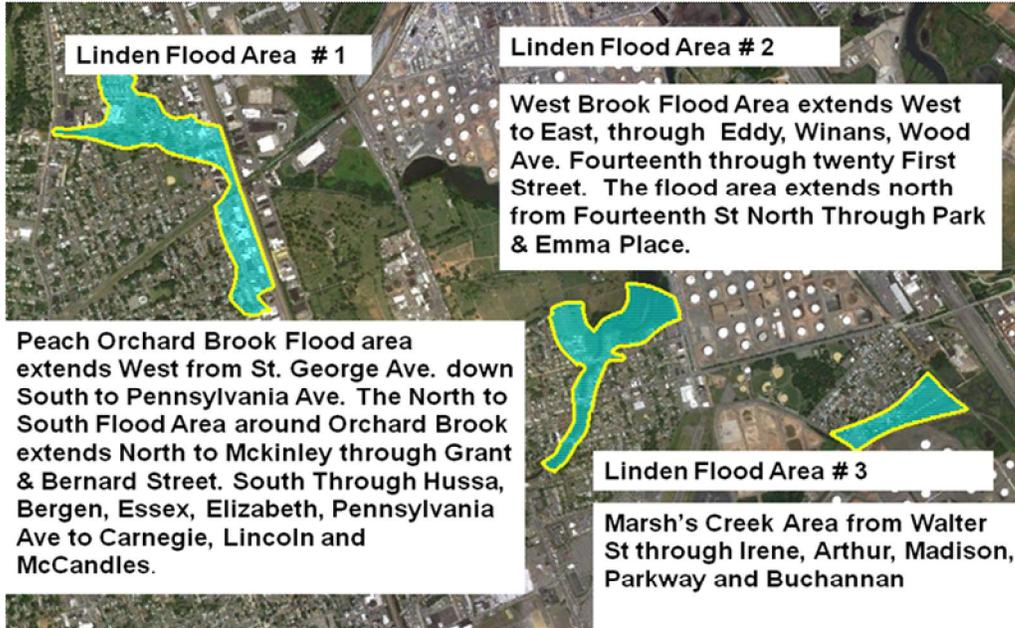
the northeasterly area of the city. The city has contracted with M. Disko Associates to design the needed improvements to withstand the 100-year flood. Their initial estimate is \$7,000,000, which includes the replacement of several Union County bridges constructed in the last 10 years.

- ✚ West Brook between Clinton Street and Winans Avenue in the central area of the city. Improvements to reinforce the banks are estimated at \$400,000.
- ✚ Unnamed Creek behind Hurst Street, Cantor Avenue and Dalziel Road in the west central section of the city. This creek discharges into an undersized series of culverts in Rahway. In addition, the entire creek is on private property. Any improvements would

Figure Transit Village in Linden



require easements.



- ✚ The intersection of Elmwood Terrace and Summit Terrace in the northwestern section of the city. Smaller than necessary sizes of sewers would have to increase to handle the flow of storm water. The improvement estimate is \$200,000.

3. City identified Sewer Problems

There are four (4) areas of concern for sanitary sewer problems, as follows:

- ✚ Fernwood Terrace from Stiles Street to Summit Terrace and Rosewood Terrace from Summit Terrace to Wood Avenue, both in the northwestern area of the city. Repeated sewer collapses over the years have resulted in spot repairs. Television inspections have shown major cracks. The depths of these sewers, upwards of 18 feet in

places, make the reconstruction an expensive proposition. We estimate \$2,200,000 to replace the 4,600 feet of sewers.

- ✚ Insufficient sizes of pipes through the second, sixth and seventh wards in the central portions of the city. Old tile pipe is susceptible to leaking joints, either through groundwater or especially during rain events. The pipes run full and cause backups into houses or flood streets through manhole openings. A relief sewer was designed in the 1980's to eliminate these problems but the multi-million dollar cost was too much for the city to handle. Some minor work to replace 90 degree turns in the sewers, which slow down the flows are contemplated. At present, there are no estimates for this work.

✚ A new relief sewer was constructed in the 1990's, starting at Merck property and proceeding easterly towards S. Wood Avenue at the PSE&G right-of-way. The upstream manhole at Smith Street was supposed to divert a large portion of the flow away from the airport, Twelfth Street and Clinton Street but recently it was discovered that the diversion plate was not constructed. The City Engineering Department is working on estimates to make the necessary revisions.

✚ Sewer syphons, in which the sewers go under brooks through pressure, at W. Elm Street, W. Blancke Street, W. Elizabeth Avenue and W. Munsell Avenue, are approximately 25 years old. An engineering study should be undertaken to determine if they are operating at optimum capacity.

4. *Brownfield Sites Issues*

The City of Linden Industrial history in the last century is a municipality that was a home for many Companies' that manufactured petroleum and chemical products. These industries contributed greatly to the nations growing economy and war effort. These industries provided employment for city and surrounding municipality's residents. Linden industry offered employment opportunities that attracted people from New Jersey, Pennsylvania and New York to relocate into Linden.

In the mid 1950s, legislation was passed to control toxic material that had a profound effect on Linden's Petroleum and Chemical processing businesses. Many businesses elected to close down manufacturing sites leaving the property with containments that required remediation.

As a city with a high number of known active sites, the City of Linden has a critical interest in seeing that its property is developed and utilized to its full potential to attract new businesses and help the economy grow. There are very few undeveloped parcels in Linden, so it is crucial to redevelop what was once used but is now abandoned. Some of these areas will need extensive clean up before they can be redeveloped.

The Linden Economic Development Corporation, in the last three and a half years, has been actively working with NJ DEP and Developers too primarily to identify the scope of Linden's brownfield contamination. Working with NJ DEP a large number open cases have been closed bringing the open cases down to a controllable level.

Significant progress is being made with Brown field remediation preparing property for development. The largest properties are ISP & DuPont in Tremley Point and GM property on Route 1 & 9 scheduled for development. United Lacquer on West Elizabeth Avenue is moving into a final stage position to sell the property to developers. Properties that need brownfield remediation are Park Plastics

on S. Park Avenue and several properties located in the West Elizabeth Avenue and West Blancke St. locations. The attached list of NJ DEP Data Base brownfield cases indicates all City properties that have been identified as properties that require remediation.

Recommendation

- ✚ Raise the level of the City of Linden commitment to remediating Brownfield property.

- ✚ Establish functional responsibility within the city to take the lead for brownfield issues to actively pursue government brownfield program and aggressively pursue brownfield grant opportunities.

- ✚ Establish working relationship with NJ DEP and Educational Institutions to maintain a high level of knowledge for opportunities to move Linden brownfield remediation forward.

City of Linden Receives Transit Oriented Development Designation

The Commissioner of NJ Transit informed the City of Linden that the application for Transit Village designation was approved by the State of New Jersey in 2011. Linden is the 23rd municipality to receive TOD designation. The Transit Village Initiative is an excellent model for Smart Growth because it encourages growth in areas where infrastructure and public transit already exist. Municipalities must meet the [Transit Village Criteria](#) and complete a [Transit Village Application](#) in order to be designated a Transit Village

The New Jersey Department of Transportation (NJDOT) and NJ TRANSIT spearhead a multi-agency Smart Growth [partnership](#) known as the Transit Village Initiative. The Transit Village Initiative creates incentives for municipalities to redevelop or revitalize the areas around transit stations using design standards of [transit-oriented development \(TOD\)](#). TOD are designed to help municipalities create attractive, vibrant, pedestrian-friendly neighborhoods where people can live, shop, work and play without relying on automobiles.

In addition to community revitalization, the Transit Village Initiative seeks to reduce traffic congestion and improve air quality by increasing transit ridership. Studies have shown that adding residential housing options within walking distance of a transit facility; typically a one-half mile radius, increases transit ridership more than any other type of development. Therefore, one of the goals of the Transit Village Initiative is to bring more housing, businesses and people into the neighborhoods around transit stations.

The City of Linden TOD committee has been working on this project with the State for over 4 years. The Committee members are Rich Gerbounka Mayor, Ron Stefanowicz, and LEDC Exec. Director, TOD committee Chairman, Joe LaPlaca Planning Board Chairman, Armond Fioretti, Planning Board, George Vircik, City Engineer, Mike Bono, Linden SID Director and Rich Cramer, T&M, City Planner.

Appendix 2

Importance of grant writing as a factor of sustainability

Government grants essentially donations from government and agencies are wonderful ways to achieve financial help for different kinds of people's need. Certain criteria and requirements are needed to be fulfilled to be able to qualify for grants. The government of the United States requires complete knowledge and an outstanding plan on your needed grant. Nevertheless, you cannot be exactly sure about obtaining such a grant because the amount of funding on grants depends on the current economical standing of the government. Thus, you must present the best grant plan as soon as possible because it is always a first come, first serve basis.

There are many types of government grants that the U.S. government offers to citizens. These includes the adaptation tax credit grants, educational loans and grants for college students, disaster and relief assistance grants, health grants for children, employment and training grants for jobless people, retirees' federal grants, housing grants, legal assistance grants, medical care grants, minority grants, and small business grants.

The most basic purpose of these grants is to aid people who need financial assistance in those areas and people who are denied by the private organizations. There are more or less 3500 programs for federal government grants and

approximately 20,000 for scholarship programs. The most common and in demand form of government grants available in the U.S. is the education grants for students. This is in the form of scholarship programs and can be achieved through academic excellence of a student.

Proper research about the government grants is needed and required before choosing one. Most of these grants are generally offered to non government organizations because they usually provide social services in their community. The best way to find information regarding government grants is in the official website of the government. You can also register for applications for your needed grant in this website (www.grants.gov). Other websites also provide guides on how to fill out applications and get better results on government grants. Some websites also offer help for applying to those grants and promise good results. Nevertheless, you should investigate these websites and choose the best among them that can truly aid you in achieving the government grant.

Getting government grants is not as easy as ABC. It is advisable to plan and complete the needed requirements and criteria to be successful in obtaining your needed grant. You must present an outstanding and excellent detailed plan and supporting documents that explain thoroughly your needs for this plan and how are you going to aid the government or the community through this.

The Importance of grants to conservation districts

The seeking, writing and obtaining of grant funds have become an integral part of the Conservation Districts' ability to implement their programs. It can be important for Conservation Districts to utilize grant funding as a means of increasing their financial resources.

However, as we expand our grant seeking and writing activities, it is important to review the overall process which will ultimately result in obtaining grant funds. Often times, when we fail to review the entire process of obtaining a grant and focus only on the actual writing of a grant, an enormous amount of unrewarded time and effort is invested. This usually happens when we have missed a step in the entire process. The following is a brief outline of the grant process to provide guidance as your District begins to explore alternative funding sources through grants.

Please keep in mind that this is a brief outline and is only the beginning efforts towards being a successful grant seeker. Obtaining formal training in the field grant writing is highly encouraged to increase your abilities to develop high quality, comprehensive grants.

Appendix 3

Key Economic Development Projects and Initiatives

Note: Although the Linden Sustainability Plan focuses on systematic change, rather than projects, there are several ongoing initiatives that will have a major impact on Linden over the next decade, and more. Several of these projects, which are being managed by the Linden Economic Development Corporation, are described here.

| Initiatives | Description and benefits |
|--|--|
| <p>1. Duke Development of General Motors Property. Retail, Warehousing, Adult Community Townhouses and Medical Buildings.</p> | <p>LEDC is assisting developer with many aspects of project Management by coordinating activities between City and State Departments, facilitating DOT & DEP permitting, dealing with Duke project business issues on property acquisitions and traffic engineering.</p> <p><u><i>Benefit to Linden:</i></u> Facilitating \$5.8 Million tax ratable for city, 4,000 construction and permanent jobs. Facilitating \$9.9 in NJ State Sales tax, \$96.8 million in payroll taxes and \$225 Million in construction costs.</p> |
| <p>2. Tremley Point property Development DuPont, ISP, Clayton block, Linden Chemical Chlorine and Access Road from Carteret.</p> | <p>LEDC is working with property owners and interested developers to promote development of the properties. An essential effort to capitalize on a potential \$5 million dollars ratable for the city is an absolute necessity. Important part of the project is the completion of the access road to Tremley Point, This project also connects to the deepening of the Arthur Kill Channels and remediation of Linden Chemical and Chlorine.</p> <p><u><i>Benefit to Linden:</i></u> The development of the Tremley Point area will bring high employment and tax ratables to the City of Linden. An estimated \$6 million in ratables and over a 1,600 jobs.</p> |

| Initiatives | Description and benefits |
|--|--|
| <p>3. Transit Village project to revitalize the train station area with apartments and retail businesses.</p> | <p>This is a multi-dimensional project requiring the balancing of developers, NJ Transit TV application, NJ DOT and financial analysis to successfully gain application approval for the TV project. <u>Benefit to Linden:</u> Completion of project will result in Linden being a transportation hub for rail and bus service between Trenton & New York. The benefit to the City of Linden is esthetic overhaul of the mid-town area for mixed-use building, reduction of \$6.3 Million bond debt service; reduce the amount of lost tax revenues on vacant property and to build positive tax ratable base from new construction. <u>The receipt of TV designation is the initial step to revitalization of Linden Down Town Area.</u></p> |
| <p>5. Tremley Point Access Road from NJ TPA Exit 12 to Lower Tremley Point Road.</p> | <p>This is a priority project that will open the 291 acres of undeveloped land in the Tremley Point industrial area for development. The DuPont, ISP, Clayton block, Linden Chemical Chlorine, Sections of ConocoPhillips and CITGO properties offer an opportunity for increase tax ratable for the city. <u>Benefit to Linden:</u> The development of the Tremley Point Area will bring high employment and tax ratables to the City of Linden. An Estimated \$6 million in ratables and over 1,600 jobs.</p> |
| <p>6. South Wood Avenue. All lots located on Wood Avenue between Pennsylvania Railroad Avenue as the Western boundary to Morris Avenue as the East boundary have been designated as an area for redevelopment.</p> | <p>This project is important to the commercial and residential property around the Linden Train Station in the downtown area. The development project initiated in 2001 is in a dormant situation caused by litigation and a downturn in the economy. This situation has resulted in lost revenue and large debt service for the city. During this period there continues be a downturn in the appearance of the area, which affects the esthetic benefit of the property to Linden. <u>Benefit to Linden:</u> The locating of reputable developer(s) and the facilitation of the South Wood Avenue development will have a significant impact on the City of Lindens increased revenue, downtown appearance and quality of life.</p> |
| <p>7. Morning Star development</p> | <p>Provide support to developer, UCIA, matters related to grant request information and dealing with NJ State regulatory agencies. <u>Benefit to Linden:</u> Keeping project moving forward to prevent delays in project completion.</p> |

| Initiatives | Description and benefits |
|---|--|
| <p>8. Clayton TP property development</p> | <p>Provide support and assistance to potential purchaser of 29 acres of water front property in Tremley Point. Project consists of new waterfront docks & railroad connection. Looking for additional property for tank storage. <u>Benefit to the City:</u> Jobs and tax ratable for the city of Linden.</p> |
| <p>9. Natural Gas Pipeline projects</p> | <p>LEDC is providing support and assistance to Synergy Gas and Liberty Natural Gas to complete installation of new pipelines through Linden Tremley Point area paralleling existing pipelines. These new Pipelines will be increasing the needed capacity of natural gas to meet growing power demands. <u>Benefit to the City:</u> These projects will be bringing over a thousand construction jobs, millions of dollars in ratable and personal income.</p> |
| <p>10. Arthur Kill Channel deepening</p> | <p>This project involves the deepening of the channel in the Arthur Kill from Linden through Perth Amboy into the Rahway Bay. It is a critical commerce project required for maintaining shipping transport delivery to and from NJ ports. To reduce the cost of Waterway product transportation the shipping industry is acquiring super cargo ships. The NJ port facilities must be prepared and be able to accommodate these large ships in order to sustain competition with other East Coast ports. The businesses along the Arthur Kill will be at risk of losing cargo and warehousing commerce that leads to unemployment. <u>Benefit to Linden:</u> City of Linden is an important element both directly and indirectly in the channel-deepening project. Linden will greatly benefit directly by the increase in draft. Linden property benefit to Linden will grow by giving the waterfront business the ability to handle super cargo ships. Indirectly, Government agencies will give Linden positive considerations for appropriations and grants. This is primarily due to the Linden Industry and commercial strategy that is bringing economic revitalization to the area.</p> |

| Initiatives | Description and benefits |
|--|--|
| <p>11. Energy Efficiency & Conservation program and strategy</p> | <p>Energy Efficiency & Conservation is an important program that contributes to national objective to reduce oil imports and the reduction of local energy costs.</p> <p>As part of the American Recovery Act, funds were allocated for Energy Related initiatives to coincide with the national interest for job creation, reduction in the use of foreign oil, reduction in greenhouse gas creation and the development of renewable energy.</p> <p>The City of Linden Energy Conservation strategy will identify and include Government grants and Commercial programs to create more benefit to Linden than the \$166,800 grant received. This strategy will include PMK Group and Housing & Community Development Services, Inc. assistance to navigate the ocean of grants and commercial programs. The City of Linden Energy Conservation strategy will lay the foundation to optimize the benefits of Energy Conservation grants and programs that will be forthcoming in the next several years.</p> <p><u><i>Benefit to Linden:</i></u> The goal of the City of Linden Energy Conservation Strategy is summarized as a plan that will optimize the benefits of current and future grant programs. This will result in cost savings to City. The amount of saving and benefits will be proportionate to the City of Linden commitment of resources to this project.</p> |
| <p>12. Grant availability, identification and subject matter determination process</p> | <p>An important source of revenue to the City is grant monies for various on-going infrastructure needs and funds for special projects. Special projects that include large capital asset projects that provides for safety, quality of life and municipal sustainability. The success of municipalities receiving government grants is commensurate with the municipality ability to articulate its vision and compelling need for the request. This requires an assigned municipal responsibility to identify available eligible grants and prepare subject matter that projects a compelling need for the grant.</p> <p><u><i>Benefit to Linden:</i></u> Municipal grant monies are an essential part of a revenue stream that contributes to sustainability. The rule of thumb is what attention a municipality gives to the grant processing will determine the return in funding.</p> |

| Initiatives | Description and benefits |
|---|---|
| <p>13. Route 278 Missing Link into Linden</p> | <p>The missing link project will have a positive effect on the City of Linden retail and commercial businesses. This road will facilitate access to retail shopping centers and link to NY businesses that have moved to NJ.</p> <p><u><i>Benefit to Linden:</i></u> City of Linden should be active member of the NYNJPA project team. Participation in the project will give the City active participation to ensure that all decisions and activities are performed in the best interest of the City.</p> |
| <p>14. New Goethals Bridge project</p> | <p>The new Goethals Bridges project is part of a major initiative of the NYNJPA to improve travel between NY & NJ to handle the projected increase in traffic volume. The combination of the new bridge and Rte 278 missing link will greatly facilitate access to NJ retail and commercial businesses.</p> <p><u><i>Benefit to Linden:</i></u> City of Linden should be active member of the NYNJPA project team. Participation in the project will give the City active participation to ensure that all decisions and activities are performed in the best interest of the City.</p> |
| <p>15. City of Linden Strategic Vision Project.</p> | <p>An essential project that will identify the critical City Of Linden needs to implement an administrative infrastructure for a sustainable municipal operation. The vision project will identify the proactive considerations for the City of Linden to transition from heavy manufacturing business to retail, light manufacturing and service industry.</p> <p><u><i>Benefit to Linden:</i></u> The City has an opportunity to lead UC municipalities in establishing a forward thinking administration that will improve service levels to residents and business. The NJ DCA Vision grant offers a one-time opportunity and financial resources to establish strategic management activities for the future growth of the city.</p> |

| Initiatives | Description and benefits |
|--|--|
| 16. Industrial Node development | <p>There exists an opportunity for the city to increase tax ratable for the City of Linden. This is accomplished by aggressively pursuing Brownfield, underutilized and vacant properties in the Tremley Point Area and turning them into productive properties for industrial uses.</p> <p><u><i>Benefit to Linden:</i></u> The estimates of available property for development in the Tremley Point area vary. There is an estimate of 200 acres that could generate \$8 to \$10 million dollars in tax ratables. This project would take on a significant amount of effort in coordination with government agencies, developers and landowners.</p> |
| 17. Linden Industrial Association membership | <p>Attend monthly LIA meetings to report on City of Linden Economic Development Activities and Municipal traffic projects that improve Municipal traffic circulation. The importance of the relationship is the projection that the city is aggressively working on the quality of life for residents and a Municipality that is committed to Business Friendly relationship.</p> <p><u><i>Benefit to Linden:</i></u> Strong-working relationship between the City and Businesses located in Linden.</p> |
| 18. Union County Transportation Advisory Board | <p>Member of the UC Transportation Advisory Board that identifies the UC road infrastructure problems and support for resolution. Actively participate with UC in getting County, State and Federal transportation agencies to perform studies, which is a requirement for receiving grants.</p> <p><u><i>Benefit to Linden:</i></u> Raised the visibility of the City of Linden traffic issues, which has resulted in traffic safety studies of the city's highest accident incidents. Studies and recommendation have been completed for North Wood Avenue and St. George Avenue Route 1 & 9 through Linden is in scheduling process.</p> |
| 19. UC Economic Dev. Professional & Advisory Group | <p>Member of the UCEDC Professional group that reviews programs and recommend adoption of programs that will enhance business and commerce operations.</p> <p><u><i>Benefit to Linden:</i></u> Offers the City of Linden the opportunity to participate in regional economic development trends. The communicating of business support programs keeps the Linden business community informed of the opportunities to strengthen business.</p> |

| Initiatives | Description and benefits |
|---|---|
| 20. Center & adult residential Project on GM Site | <p>Working with developers who build senior facilities that provide senior housing combined with medical facilities and high quality living quarters. These living quarters offer diverse restaurants and entertainment activities combined with medical assistance if required. The residential units then can be used as hospice type health care units if required.</p> <p><i><u>Benefit to the City:</u></i> This project will bring to the City a Medical Facility and Quality Adult living quarters that offer medical, entertainment and assisted living while bringing in ratable to the city utilizing 9.2 acres of property located on the south side of GM property.</p> |

Appendix 4

Linden brownfield sites and issues

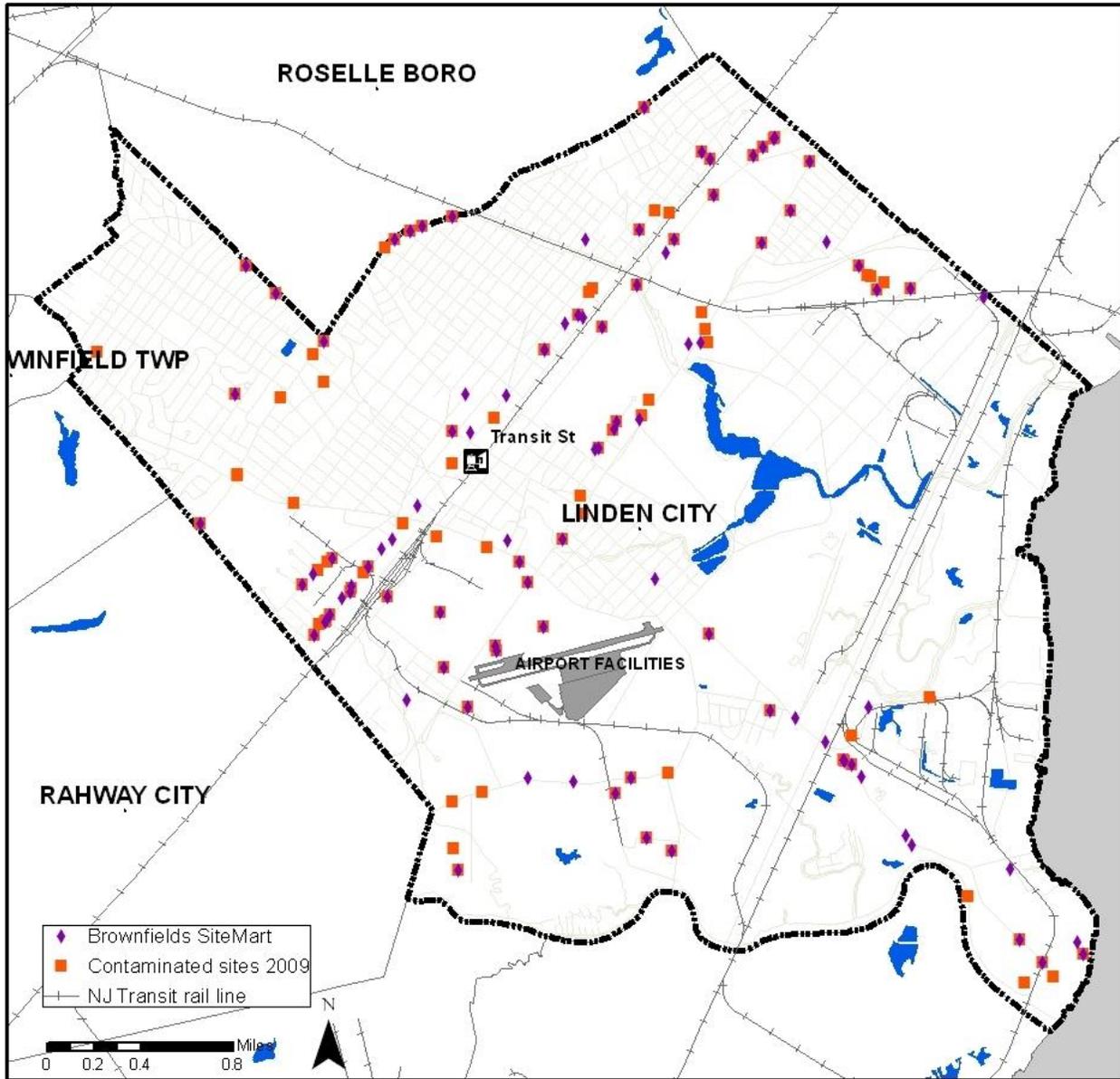
The City of Linden industrial history in the last century is a municipality that was a home for many Companies' that manufactured petroleum and chemical products. These industries contributed greatly to the nation's growing economy and war effort. These industries provided employment for city and surrounding municipality's residents. Linden industry offered employment opportunities that attracted people from New Jersey, Pennsylvania and New York to relocate into Linden.

In the mid 1950's legislation was passed to control toxic material that had a profound effect on Linden's Petroleum and Chemical processing businesses. Many businesses elected to close down manufacturing sites leaving the property with containments that required remediation.

As a city with a high number of known active sites, the City of Linden has a critical interest in seeing that its property is developed and utilized to its full potential to attract new businesses and help the economy grow. There are very few undeveloped parcels in Linden, so it is crucial to redevelop what was once used but is now abandoned. Some of these areas will need extensive clean up before they can be redeveloped.

Linden Economic Development Corp., in the last three half years has been actively working with NJ DEP and Developers too primarily to identify the scope of Linden's brownfield contamination. Working with NJ DEP, a large number open cases have been closed bringing the open cases down to a controllable level.

Significant progress is being made with Brown field remediation preparing property for development. The largest properties are ISP & DuPont in Tremley Point and GM property on Route 1 & 9 scheduled for development. United Lacquer on West Elizabeth Avenue is moving into a final stage position to sell the property to developers. Properties that need brownfield remediation are Park Plastics on S. Park Avenue and several properties located in the West Elizabeth Avenue and West Blancke St. locations. The attached list of NJ DEP Data Base brownfield cases indicates all City properties that have been identified as properties that require remediation.



Brownfield sites and contaminated sites in Linden in 2009

City Of Linden Brownfield Sites Inventory

Sites highlighted in green have been remediated or waiting for ~~No~~ Further Action

(Current information as of June 2011)

| Type | Ownership | Status | Site Name | Description | Address |
|---------|-------------|---------------------------|--|--|---------------------------------|
| Private | Corporation | Nominated | 4001 TREMLEY PT RD | | 4001 TREMLEY PT RD |
| Private | Corporation | Nominated | 4401 TREMLEY PT RD REAR | | 4401 TREMLEY PT RD REAR |
| Private | Corporation | Nominated | WTRFRT & BKLD(Tremley Point) | | WTRFRT & BKLD |
| Private | Corporation | Nominated | Solo Furniture Industries | | 1400 West Elizabeth Ave |
| Private | Corporation | Nominated | Hoechst Celanese Corporation | | 1401 West Blancke Street |
| Private | Individual | Pending Receipt of Waiver | Linair Incorporated | This property is basically a gravel lot that is currently being used for parking. | 1016 West Elizabeth Avenue |
| Private | Corporation | Nominated | Flicker Vacuum or PALWEST LLC | | 500 Commerce Road |
| Private | Corporation | Nominated | A & M Industrial | | 325 Commerce Road |
| Private | Corporation | Nominated | Linden Center/ Z-Linden Association | | 1001 East Edgar Road |
| Private | Corporation | Nominated | American Cyanamid Warners Plant and/or Alpha Metal | This property consists of a level, concrete drive with no buildings and clear land that appears to be the site of razed buildings. | 3401-3433 Tremley Point Road |
| Private | Corporation | Pending Receipt of Waiver | Citgo | This property has been cleared and is ready for redevelopment efforts. With almost 40 acres to work with, this property has great potential for future reuses. | 4800 Tremley Point Road |
| Private | Corporation | Pending Receipt of Waiver | Citgo Petroleum Corporation | This property is ideally located near major highway US | 801 Lower Road or 4801 WOOD AVE |

LINDEN SUSTAINABILITY PLAN – CITY OF LINDEN – NEW JERSEY

| | | | | | |
|---------|--------------|-----------------------------|---|---|---------------------------------|
| | | | | Route 1 & 9 and near the Linden Train Station. This property is prime for redevelopment efforts and with over 100 acres of clear land to work with, it has great potential for future reuses. | |
| Private | Other | Incomplete | Ridge Association/ Hartz Mountain | | 1600 Lower Road |
| Private | Corporation | Nominated | Merit Oil of New Jersey, Inc. | | 701 East Edgar Road |
| Private | Corporation | Incomplete | Standard Chemical Company/ Linden Corporation | | 1312-1400 West Elizabeth Avenue |
| Private | Individual | Incomplete | 1001 Route 1 & 9 | A 14.4 acre property that includes 5.4 acres of wetlands. Property is in a great location in an industrial/commercial area that is 1/2 mile from the New Jersey Turnpike Goethals Bridge Exit; 1 mile from Linden Airport; and 5 miles from Newark Airport. | 1001 Route 1 & 9 |
| Private | Corporation | Available for Redevelopment | ISP Environmental Services Inc. | 143+/- acres | 4000 Road to Grasselli |
| Public | Municipality | Nominated | Parcel C Linden Airport | This 26 acre property is adjacent to Linden Airport and contains wetlands. This property is for sale and not only is in an excellent location but also has great potential for future reuses. | Route 1/9 and Edgar Road |
| Private | Corporation | Incomplete | BETWEEN GAF & | | BETWEEN GAF & LCP |

LINDEN SUSTAINABILITY PLAN – CITY OF LINDEN – NEW JERSEY

| | | | | | |
|---------|----------|-----------|--|--|-----------------------|
| | | | LCP(Tremley Point) | | |
| Public | State | Nominated | 3711 TREMLEY PT RD | | 3711 TREMLEY PT RD |
| unknown | DEP Case | DEP Case | GETTY 56815 | | 2 W ST GEORGES AVE |
| unknown | DEP Case | DEP Case | PSE&G LINDEN SYNTHETIC NATURAL GAS PLANT | | 4001 S WOOD AVE |
| unknown | DEP Case | DEP Case | EI DUPONT DENEMOURS & CO | | S WOOD AVE |
| unknown | DEP Case | DEP Case | TRANSCO PRODUCTS CORP | | 609 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | LINDEN MUNICIPAL AIRPORT | | 701 RT 1/9 |
| unknown | DEP Case | DEP Case | EXXON CO USA - BAYWAY REFINERY | | 1400 PARK AVE |
| unknown | DEP Case | DEP Case | SUPPORT TERMINALS OPERATING PARTNERSHIP LP | | 3700 S WOOD AVE |
| unknown | DEP Case | DEP Case | DOOLEYS GARAGE | | 622 E ST GEORGES AVE |
| unknown | DEP Case | DEP Case | SQUIRE CORRUGATED CONTAINER CORP | | 1500 LOWER RD |
| unknown | DEP Case | DEP Case | PATWIN PLASTICS | | 2300 E LINDEN AVE |
| unknown | DEP Case | DEP Case | WADE CONTRACTORS INC | | 11 LINCOLN ST |
| unknown | DEP Case | DEP Case | GOMAR MANUFACTURING CO | | 1501 W BLANCKE ST |
| unknown | DEP Case | DEP Case | SUN CHEMICAL CORP | | 1301 S PARK AVE |
| unknown | DEP Case | DEP Case | DOCK RESINS CORP | | 1512 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | CITGO PETROLEUM CORP | | 4801 S WOOD AVE |
| unknown | DEP Case | DEP Case | PLATRONICS INC | | 301 COMMERCE RD |
| unknown | DEP Case | DEP Case | HETEM BROS INC | | 601 COMMERCE RD |
| unknown | DEP Case | DEP Case | BAKALUM CORP OF AMERICA | | 1416 E LINDEN AVE |
| unknown | DEP Case | DEP Case | APACHE BUILDING PRODUCTS CO | | 2025 E LINDEN AVE |
| unknown | DEP Case | DEP Case | MOREY LARUE LAUNDRY CO | | 2400 E LINDEN AVE |
| unknown | DEP Case | DEP Case | KIPPY'S AUTO SERVICE | | 700 E ST GEORGES AVE |
| unknown | DEP Case | DEP Case | INFINEUM USA | | 1900 E LINDEN AVE |
| unknown | DEP Case | DEP Case | SAFETY KLEEN LINDEN RECYCLE CENTER | | 1200 SYLVAN ST |
| unknown | DEP Case | DEP Case | NORTHVILLE INDUSTRIAL CORPORATION | | 4501 TREMLEY POINT RD |
| unknown | DEP Case | DEP Case | GULF OIL PRODUCTS COMPANY | | 2600 MARSHES DOCK RD |
| unknown | DEP Case | DEP Case | GENERAL MOTORS CORP ASSEMBLY DIVISION | | 1016 RT 1/9 |
| unknown | DEP Case | DEP Case | SIEMENS ENERGY & | | 1600 RT 1/9 |

LINDEN SUSTAINABILITY PLAN – CITY OF LINDEN – NEW JERSEY

| | | | | | |
|---------|----------|----------|--------------------------------|--|-----------------------|
| | | | AUTOMATION SVC | | |
| unknown | DEP Case | DEP Case | SCHOOL #2 | | 1708 S WOOD AVE |
| unknown | DEP Case | DEP Case | UNITED PAINT & VARNISH CO | | 1123 E HUSSA ST |
| unknown | DEP Case | DEP Case | JOYAL PRODUCTS INC | | 1233 W ST GEORGES AVE |
| unknown | DEP Case | DEP Case | SMALL LOT STAMPING COMPANY | | 1540 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | AMBER TRANSMISSION | | 2419 RT 1/9 |
| unknown | DEP Case | DEP Case | ROYAL KNIGHT LAMPSHADE COMPANY | | 19 E ELIZABETH AVE |
| unknown | DEP Case | DEP Case | JENNIDAN CORP | | 636 E ELIZABETH AVE |
| unknown | DEP Case | DEP Case | GENERAL POLYMERS CORP | | 2 SHERMAN ST |
| unknown | DEP Case | DEP Case | ORANGE COLLISON INC | | 732 E ST GEORGES AVE |
| unknown | DEP Case | DEP Case | LIMA PLASTICS INC | | 1130 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | BUCKEYE PIPE LINE CO | | 2650 MARSHES DOCK RD |
| unknown | DEP Case | DEP Case | USX CORP | | 1711 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | LINDEN WAREHOUSE AMER CYANAMID | | 3301 TREMLEY POINT RD |
| unknown | DEP Case | DEP Case | VILLANNI BUS CO | | 811 E LINDEN AVE |
| unknown | DEP Case | DEP Case | TRUMARK INCORPORATED | | 830 E ELIZABETH AVE |
| unknown | DEP Case | DEP Case | LIQUID CARBONIC BULK GASES | | 1101 E LINDEN AVE |
| unknown | DEP Case | DEP Case | A&J TRADING CORP | | 1501 E LINDEN AVE |
| unknown | DEP Case | DEP Case | STANDARD T CHEMICAL CO INC | | 1312 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | US GAS INC | | RT 1/9 & PARK AVE |
| unknown | DEP Case | DEP Case | #4 FIREHOUSE | | 2400 S WOOD AVE |
| unknown | DEP Case | DEP Case | EXXON R/S 30557 | | 501 RT 1/9 |
| unknown | DEP Case | DEP Case | ANCHOR MOTOR FREIGHT | | 1016 RT 1/9 |
| unknown | DEP Case | DEP Case | WM MCCULLOUGH TRANSP CO | | 340 STILES ST |
| unknown | DEP Case | DEP Case | MIDATLANTIC CONTAINER CORP | | 1200 W BLANCKE ST |
| unknown | DEP Case | DEP Case | SUNOCO 0003-1500 | | 1832 E ST GEORGES AVE |
| unknown | DEP Case | DEP Case | ST ELIZABETH CHURCH | | 179 HUSSA ST |
| unknown | DEP Case | DEP Case | BP OIL PIPELINE CO | | LOWER RD TO RAHWAY |
| unknown | DEP Case | DEP Case | 109 IRENE STREET | | 109 IRENE ST |
| unknown | DEP Case | DEP Case | LINDEN CAR CARE CENTER | | 633 ELIZABETH AVE |

LINDEN SUSTAINABILITY PLAN – CITY OF LINDEN – NEW JERSEY

| | | | | | |
|---------|----------|----------|---------------------------------------|--|---------------------------|
| unknown | DEP Case | DEP Case | "QUIXX LINDEN, LP" | | 301 PLEASANT ST |
| unknown | DEP Case | DEP Case | MERCK & COMPANY INCORPORATED LANDFILL | | RANGE RD |
| unknown | DEP Case | DEP Case | SIMMONS MANUFACTURING COMPANY INC | | 2525 BRUNSWICK AVE |
| unknown | DEP Case | DEP Case | AMERICAN CYANAMID LANDFILL | | WOOD AVE |
| unknown | DEP Case | DEP Case | CONRAIL YARD LINDEN | | 600 W LINDEN AVE |
| unknown | DEP Case | DEP Case | SUNOCO SERVICE STATION LINDEN CITY | | 425 RT 1/9 |
| unknown | DEP Case | DEP Case | HARBOR PIPELINE COMPANY | | LINDEN AVE TO WOODBURY |
| unknown | DEP Case | DEP Case | CLEAN INDUSTRY INCORPORATED | | 1400 ELIZABETH AVE |
| unknown | DEP Case | DEP Case | LIQUID CARBONICS | | 2110 ALLEN ST |
| unknown | DEP Case | DEP Case | R&R SALVAGE INC | | 1537 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | AVIATION PLAZA | | RT 1/9 |
| unknown | DEP Case | DEP Case | 1308 PROSPECT DRIVE | | 1308 PROSPECT DR |
| unknown | DEP Case | DEP Case | UNITED LACQUER | | 1001 W ELIZABETH AVE |
| unknown | DEP Case | DEP Case | 2365 E LINDEN AVE | | 2365 E LINDEN AVE |
| unknown | DEP Case | DEP Case | LINDEN DIRECTIONAL DRILL | | 228 N WOOD AVE |
| unknown | DEP Case | DEP Case | CITY OF LINDEN DRAINAGE IMPROVEMENTS | | ELIZABETH AVE & EDWARD ST |
| unknown | DEP Case | DEP Case | SPEED E Clean car wash | | 1400 1402 ST GEORGE AVE |
| unknown | DEP Case | DEP Case | JW GOODLIFFE & SON | | 10 ADAMS ST |
| unknown | DEP Case | DEP Case | J W GOODLIFE & SON | | 1900 E ELIZABETH AVE |
| unknown | DEP Case | DEP Case | PARK PLASTIC MOLDING | | 940 S PARK AVE |
| unknown | DEP Case | DEP Case | 416 REALTY LLC | | 416 E ELIZABETH AVE |

Appendix 5

Crime Trends in Linden

The number of reported crimes in Linden has decreased rapidly in the past 15 years. In 1998, there were 1,975 crimes reported; there were 1,305 in 2009. The largest percentage drop, more than 65%, happened in the number of motor vehicle thefts followed by burglary. This information was provided by the FBI's Uniform Crime Report. Information for the FBI's reports are provided by local law enforcement agencies.

Number of Offenses Known to the Police, Cities and Towns 10,000 and over in Population, 1995-2009 (Current information as of June 2011)

| | Year | 1995 | 2000 | 2005 | 2009 | Change 1995 to 2009 | Percentage change 95-2009 |
|----------------|--|--------------|--------------|--------------|--------------|---------------------|---------------------------|
| | Population | 36,753 | 38,272 | 40,092 | 39,131 | 2,378 | 6.47% |
| Total | Crime Index* total | 1,966 | 1,705 | 1,569 | 1,300 | -666 | -33.88% |
| | Modified Crime** Index total | 1,975 | 1,710 | 1572 | 1306 | -669 | -33.87% |
| Violent crime | Murder and no negligent manslaughter | 1 | 2 | 0 | 0 | -1 | -100.00% |
| | Forcible rape | 2 | 4 | 2 | 6 | 4 | 200.00% |
| | Robbery | 82 | 88 | 60 | 62 | -20 | -24.39% |
| | Aggravated assault | 71 | 56 | 42 | 46 | -25 | -35.21% |
| Property crime | Burglary | 312 | 223 | 172 | 193 | -119 | -38.14% |
| | Larceny. theft | 1,099 | 999 | 924 | 855 | -244 | -22.20% |
| | Motor vehicle theft | 399 | 333 | 369 | 138 | -261 | -65.41% |
| | Arson | 9 | 5 | 3 | 6 | -3 | -33.33% |
| | Total offenses reported per 1000 population | 54 | 45 | 39 | 33 | | |
| | Percentage change | | -13% | -8% | -17% | | |

*Crime Index is an aggregation of the seven main offense classifications, known as Part I crime

**Modified Crime Index is an aggregation of Arson. By congressional mandate, arson was added as the eighth Index offense category in 1979.

Violent crime is composed of four offenses: murder and no negligent manslaughter, forcible rape, robbery, and aggravated assault. Violent crimes are defined in the Uniform Crime Reporting (UCR) Program as those offenses which involve force or threat of force.

Property crime: In the Uniform Crime Reporting (UCR) Program, property crime includes the offenses of burglary, larceny-theft, motor vehicle theft, and arson. The object of the theft-type offenses is the taking of money or property, but there is no force or threat of force against

Methodology

The FBI collects these data through the Uniform Crime Reporting (UCR) Program. The data used in creating this table were from city and town law enforcement agencies submitting 12 months of complete offense data. The FBI does not publish arson data unless it receives data from either the agency or the state for all 12 months of the calendar year. When the FBI determines that an agency's data collection methodology does not comply with national UCR guidelines, the figures for that agency's offense(s) will not be included in the table, and the discrepancy will be explained in a footnote.

Source: Uniform Crime Report | Crime in the United States | <http://www.fbi.gov/about-us/cjis/ucr/ucr>

Appendix 6

Linden City Profile

(Information from US Decennia Census and American Community Survey)

General Characteristics

| | 1990 CENSUS COUNT | 2000 CENSUS COUNT | 2009 CENSUS ESTIMATE | CHANGE 2000 TO 2009 | Union County, 2009 | Share of Union County, 2009 | Share of New Jersey, 2009 | Share of NJ, 2009 |
|--|-------------------------|-------------------------|----------------------------|---------------------------|--------------------------|--------------------------------------|------------------------------------|-------------------------|
| Total Population | 36,701 | 39,394 | 39,173 | -0.56% | 522,050 | 7.5% | 8,650,548 | 0.5% |
| Households | 14369 | 15,052 | 14,396 | -4.36% | 183,687 | 7.8% | 3,152,877 | 0.5% |
| Median household size | 2.53 | 2.60 | 2.71 | 0.11 | 2.81 | | 2.68 | |
| Median household income | \$35,911.0 | \$59,350.8 | \$56,467.0 | -4.86% | \$66,433.0 | | \$68,981.0 | |
| Housing Units | 14,917 | 15,567 | 15,291 | -1.77% | 196,744 | 7.8% | 3,492,160 | 0.4% |
| In labor force (population 16 and over) | 19,161 | 19,892 | 21,471 | 7.94% | 273,863 | 7.8% | 4,538,597 | 0.5% |
| Mean travel time to work | | 25.8 minutes | 24.3 minutes | (-) 1.5 minutes | 27.4 minutes | | 29.6 minutes | |

Housing characteristics

| | 1990 CENSUS COUNT | 2000 CENSUS COUNT | 2009 CENSUS COUNT | CHANGE FROM 2000 TO 2009 | Union Count, 2009 | New Jersey, 2009 |
|----------------------------|-------------------------|-------------------------|-------------------------|--------------------------------|----------------------|------------------|
| Housing Units | 14,917 | 15,567 | 15,291 | -1.8% | 196,744 | 3,492,160 |
| • Vacant | 3.7% | 3.3% | 5.9% | | 6.6% | 9.7% |
| • Occupied | 96.3% | 96.7% | 94.1% | | 93.4% | 90.30% |
| Total Occupied Unit | 14369 | 15052 | 14,396 | -4.4% | 183,687 | 3,152,877 |
| • Owner occupied | 61.2% | 58.7% | 59.1% | | 62.10% | 67.10% |
| • Renter occupied | 38.8% | 41.3% | 40.9% | | 37.90% | 32.90% |

Racial demographics

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|---|-------------------|-------|-------------------|-------|----------------------|-------|--------------------|-------|------------------|-------|
| White | 28,173 | 76.8% | 26,031 | 68.6% | 23,603 | 61.2% | 312,623 | 60.7% | 6,073,393 | 71.5% |
| Black or African American | 7,344 | 20.0% | 8,981 | 23.7% | 9,809 | 25.4% | 111,598 | 21.7% | 1,175,670 | 13.8% |
| American Indian, Eskimo or Aleutian | 49 | 0.1% | 56 | 0.1% | 113 | 0.3% | 1,001 | 0.2% | 19,312 | 0.2% |
| Native Hawaiian & Other Pacific Islander | 549 | 1.5% | 925 | 2.4% | 1128 | 2.9% | 23,498 | 4.6% | 642,436 | 7.6% |
| Pacific Islander | 3 | 0.0% | 15 | 0.0% | 55 | 0.1% | 358 | 0.1% | 2,713 | 0.0% |
| Other Race | 583 | 1.6% | 1,923 | 5.1% | 3849 | 10.0% | 65,775 | 12.8% | 584,356 | 6.9% |

Foreign-born population

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|------------------------------|-------------------|-------|-------------------|-------|----------------------|-------|--------------------|-------|------------------|-------|
| Native | 30840 | 84.0% | 29043 | 76.6% | 27,771 | 72.0% | 378,523 | 72.5% | 6,949,588 | 80.3% |
| Foreign born: | 5861 | 16.0% | 10351 | 27.3% | 11,402 | 29.6% | 143,527 | 27.5% | 1,700,960 | 19.7% |
| • Naturalized citizen | 3307 | 56.4% | 5137 | 49.6% | 5,554 | 48.7% | 65,879 | 45.9% | 847,652 | 49.8% |
| • Not a citizen | 2188 | 37.3% | 5214 | 50.4% | 5,848 | 51.3% | 77,648 | 54.1% | 853,308 | 50.2% |

Ethnic diversity, as a share of the total population

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|---|-------------------|-------|-------------------|-------|----------------------|-------|--------------------|-------|------------------|-------|
| Polish | 7,449 | 20.3% | 7,098 | 18.0% | 6,360 | 16.2% | 31,360 | 6.0% | 573,491 | 6.6% |
| Italian | 5,798 | 15.8% | 4,039 | 10.3% | 3,484 | 8.9% | 67,392 | 12.9% | 1,545,824 | 17.9% |
| Irish | 4,348 | 11.8% | 3,541 | 9.0% | 2,830 | 7.2% | 53,096 | 10.2% | 1,388,015 | 16.0% |
| West Indian (excluding Hispanic origin groups) | 459 | 1.3% | 1,723 | 4.4% | 1,854 | 4.7% | 19,684 | 3.8% | 143,943 | 1.7% |
| German | 4,202 | 11.4% | 2,692 | 6.8% | 2,749 | 7.0% | 42,031 | 8.1% | 1,098,374 | 12.7% |
| Portuguese | 1,021 | 2.8% | 1,216 | 3.1% | 1,011 | 2.6% | 17,401 | 3.3% | 80,702 | 0.9% |
| United States or American | 534 | 1.5% | 957 | 2.4% | 1,151 | 2.9% | 15,963 | 3.1% | 271,815 | 3.1% |

| | | | | | | | | | | |
|------------------|-------|-------------|-------|-------------|-----|-------------|--------|-------------|---------|-------------|
| Slovak | 2,182 | 5.9% | 927 | 2.4% | 869 | 2.2% | 3,410 | 0.7% | 42,907 | 0.5% |
| Ukrainian | 838 | 2.3% | 697 | 1.8% | 596 | 1.5% | 5,311 | 1.0% | 73,000 | 0.8% |
| English | 1,340 | 3.7% | 1,068 | 2.7% | 696 | 1.8% | 18,605 | 3.6% | 526,628 | 6.1% |

Age-distribution

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|--------------------------|-------------------|---------------|-------------------|---------------|----------------------|---------------|--------------------|---------------|------------------|---------------|
| Under 5 years | 2098 | 5.7% | 2,345 | 6.0% | 2,186 | 5.6% | 37,144 | 7.1% | 561,794 | 26.8% |
| 5 to 9 years | 1963 | 5.3% | 2,535 | 6.4% | 2,135 | 5.5% | 35,267 | 6.8% | 563,049 | 26.9% |
| 10 to 14 years | 1938 | 5.3% | 2,532 | 6.4% | 2,338 | 6.0% | 35,679 | 6.8% | 583,426 | 27.9% |
| 15 to 19 years | 2088 | 5.7% | 2,356 | 6.0% | 2,673 | 6.8% | 34,463 | 6.6% | 581,486 | 27.8% |
| 20 to 24 years | 2477 | 6.7% | 2,302 | 5.8% | 2,309 | 5.9% | 30,744 | 5.9% | 518,035 | 24.7% |
| 25 to 34 years | 6276 | 17.1% | 5,748 | 14.6% | 5,402 | 13.8% | 67,707 | 13.0% | 1,102,731 | 52.7% |
| 35 to 44 years | 5141 | 14.0% | 6,214 | 15.8% | 5,830 | 14.9% | 81,255 | 15.6% | 1,316,847 | 62.9% |
| 45 to 54 years | 3867 | 10.5% | 5,334 | 13.5% | 6,397 | 16.3% | 78,918 | 15.1% | 1,329,184 | 63.5% |
| 55 to 59 years | 1744 | 4.8% | 1,994 | 5.1% | 2,748 | 7.0% | 30,747 | 5.9% | 522,907 | 25.0% |
| 60 to 64 years | 2015 | 5.5% | 1,608 | 4.1% | 1,957 | 5.0% | 24,065 | 4.6% | 430,425 | 20.6% |
| 65 to 74 years | 4281 | 11.7% | 2,944 | 7.5% | 2,247 | 5.7% | 31,904 | 6.1% | 576,499 | 27.5% |
| 75 to 84 years | 2283 | 6.2% | 2,601 | 6.6% | 2,079 | 5.3% | 23,890 | 4.6% | 402,536 | 19.2% |
| 85 years and over | 530 | 1.4% | 881 | 2.2% | 872 | 2.2% | 10,267 | 2.0% | 161,629 | 7.7% |
| Total | 36701 | 100.0% | 39,394 | 100.0% | 39,173 | 100.0% | 522,050 | 100.0% | 2093996 | 100.0% |

Education attainment (25 years and older)

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|--------------------------------|-------------------|--------------|-------------------|--------------|----------------------|--------------|--------------------|---------------|------------------|--------------|
| Less than high school | 8323 | 31.8% | 5,940 | 21.8% | 4110 | 14.9% | 55247 | 15.84% | 769,893 | 13.2% |
| High school | 9951 | 38.0% | 11,153 | 40.9% | 11,465 | 41.6% | 109,383 | 31.36% | 1,746,717 | 29.9% |
| Some college, no degree | 3672 | 14.0% | 4,905 | 18.0% | 5,287 | 19.2% | 55,444 | 15.90% | 971,053 | 16.6% |
| Associates degree | 1057 | 4.0% | 1,398 | 5.1% | 1,643 | 6.0% | 19,439 | 5.57% | 360,157 | 6.2% |
| Bachelors degree | 2227 | 8.5% | 2,627 | 9.6% | 3,263 | 11.9% | 68,384 | 19.61% | 1,255,308 | 21.5% |
| Grad or Professional | 957 | 3.7% | 1,215 | 4.5% | 1,764 | 6.4% | 40,856 | 11.71% | 739,630 | 12.7% |
| Total | 26187 | | 27,238 | | 27,532 | | 348753 | | 5842758 | |

Job diversity, employed population 16 years and older

| Job diversity | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|---|-------------------|-------|-------------------|-------|----------------------|-------|--------------------|-------|------------------|--------|
| | | | | | | | | | | |
| Management, professional, and related occupations | 4249 | 23.8% | 4,311 | 23.0% | 4,643 | 23.4% | 88,581 | 34.8% | 1,642,695 | 39.0% |
| Service occupations | 2200 | 12.3% | 2,805 | 14.9% | 3,436 | 17.3% | 42,033 | 16.5% | 661,000 | 15.7% |
| Sales and office occupations | 5823 | 32.6% | 6,071 | 32.3% | 6,109 | 30.8% | 67,477 | 26.5% | 1,139,118 | 27.0% |
| Farming, fishing, and forestry occupations | 85 | 0.5% | 11 | 0.1% | 11 | 0.1% | 129 | 0.1% | 8,680 | 0.2% |
| Construction, extraction, and maintenance occupations | 3001 | 16.8% | 1,723 | 9.2% | 1,714 | 8.7% | 20,071 | 7.9% | 335,999 | 8.0% |
| Production, transportation, and material moving occupations | 2508 | 14.0% | 3,851 | 20.5% | 3,894 | 19.7% | 36,197 | 14.2% | 429,851 | 10.2% |
| Employed civilian population 16 years and over | 17,866 | | 18,772 | | 19,807 | | 254,488 | | 4,217,343 | 100.0% |

Civilian employed population in Industries (16 years and older)

| | 1990 CENSUS COUNT | | 2000 CENSUS COUNT | | 2009 CENSUS ESTIMATE | | Union County, 2009 | | New Jersey, 2009 | |
|--|-------------------|--------|-------------------|--------|----------------------|--------|--------------------|--------|------------------|--------|
| Agriculture, forestry, fishing and hunting, and mining | 107 | 0.6% | 21 | 0.1% | 34 | 0.2% | 247 | 0.1% | 15,789 | 0.4% |
| Arts, entertainment, recreation, accommodation and food services | 151 | 0.8% | 999 | 5.3% | 1,237 | 6.2% | 16,755 | 6.6% | 320,616 | 7.6% |
| Construction | 988 | 5.6% | 3,681 | 19.6% | 2,896 | 14.6% | 15,704 | 6.2% | 266,113 | 6.3% |
| Educational, health and social services | 2,322 | 13.0% | 1,020 | 5.4% | 875 | 4.4% | 51,875 | 20.4% | 920,050 | 21.8% |
| Finance, insurance, real estate, and rental and leasing | 1,328 | 7.5% | 2,176 | 11.6% | 2,229 | 11.3% | 23,708 | 9.3% | 387,568 | 9.2% |
| Information | n/a | | 1,826 | 9.7% | 2,294 | 11.6% | 8,328 | 3.3% | 137,963 | 3.3% |
| Manufacturing | 4,248 | 23.9% | 533 | 2.8% | 531 | 2.7% | 29,699 | 11.7% | 401,140 | 9.5% |
| Other services (except public administration) | 1221 | 6.9% | 1,260 | 6.7% | 769 | 3.9% | 11,392 | 4.5% | 186,178 | 4.4% |
| Professional, scientific, management, administrative, and waste management services | 1,042 | 5.9% | 1,740 | 9.3% | 2,144 | 10.8% | 28,683 | 11.3% | 508,266 | 12.1% |
| Public administration | 834 | 4.7% | 2,985 | 15.9% | 3,453 | 17.4% | 11,980 | 4.7% | 195,771 | 4.6% |
| Retail trade | 2,595 | 14.6% | 834 | 4.4% | 1,439 | 7.3% | 25,922 | 10.2% | 470,666 | 11.2% |
| Transportation and warehousing, and utilities | 2080 | 11.7% | 825 | 4.4% | 913 | 4.6% | 19,966 | 7.8% | 242,635 | 5.8% |
| Wholesale trade | 880 | 4.9% | 872 | 4.6% | 993 | 5.0% | 10,229 | 4.0% | 164,588 | 3.9% |
| Total | 17,796 | 100.0% | 18,772 | 100.0% | 19,807 | 100.0% | 254,488 | 100.0% | 4,217,343 | 100.0% |

Appendix 7

Linden Sustainability Plan Public Engagement Strategy

Overview

One of the goals of the Sustainability Plan process was to get as much input from as many different stakeholders in Linden as possible, given budget limitations.

To that end, the consulting team adopted a number of strategies. These included:

- ✚ Creating a Steering Committee of more than 20 people, representing the various types of diversity in Linden.
- ✚ Conducting several focus groups with businesspeople and residents. Each focus group had 10 to 20 participants. Various efforts were made to make the focus groups as diverse as possible.
- ✚ Holding several public meetings in different parts of Linden to engage in visioning activities.
- ✚ Interviewing key citywide leaders, such as the Mayor and Council President and departmental directors or their representatives.
- ✚ Publishing a draft summary of the plan on the City of Linden website and soliciting comments on the draft through an online survey.

Appendices 7-9 illustrate the efforts made by the Linden Sustainability Plan project team to learn from representative samples of Linden residents and businesspeople.

Appendix 8

Note: The following is an example of the correspondence within the project team to get a wide variety of views on Linden. What follows is a memo sent by Project Director Leonardo Vazquez to LEDC Executive Director Ron Stefanowicz.

Ideas on configuring the civic and business focus groups

Background: About focus groups

The focus groups are an analytical tool to probe the values and beliefs of people who are representative of the audiences you want to reach. While the format is usually used to test new products, in our work it is equally useful for getting information that people would (or may not be able to) share in surveys.

Focus groups are usually made up of at least 9 and up to 18 people. We've worked successfully with focus groups of up to 20 people, so I'm comfortable with that number.

Focus groups last about an hour and a half and participants are usually seated around a conference table to encourage sharing of information. In product-based focus groups, participants usually receive a stipend. We don't have the budget for that, but perhaps they could receive snacks or light meals. Depending on the targeted audience, focus groups are usually held in the mornings or after work.

Before inviting anyone to a focus group, organizers create a pool of potential participants and pick those who can provide the greatest diversity of opinions.

Ideas for the business focus group

To be most representative of the city's businesses (including manufacturing, warehousing, etc.), the focus group should have:

- At least two representatives from all business associations in the City, including the LIA and the SID
- At least two representatives of downtown businesses
- At least two representatives of St. Georges Avenue businesses
- At least two representatives of Stiles Street businesses
- At least one representative of a longtime business (more than 15 years in the City)
- At least one representative of a new business (less than 5 years in the City)
- At least two representatives of Turnpike Corridor (Bayway to Tremley Point) businesses
- At least two self-employed workers (to represent micro-entrepreneurs)
- At least one member of the Planning Board

Ideas for the civic focus group

This is more of a challenge because there are so many different ways that the city is diverse. But we can start by trying to find:

- At least one person from each City Ward
- At least two senior citizens
- At least two African-Americans
- At least two Latinos
- At least one person of Polish heritage
- At least two long-time residents (more than 20 years)
- At least two newer residents (moved in less than 5 years ago)
- At least one representative from three of the biggest religious institutions in the City
- At least one member of the Board of Education
- At least two young people (less than 25 years old) or representatives of youth organizations
- At least two representatives of recreational clubs (such as soccer club or baseball league)
- At least one union representative
- At least one renter
- At least two people between the ages of 25 and 65

Appendix 9

Visioning Survey

Note: This is an example of the type of tools used in visioning and focus group sessions conducted for this plan.

Instructions: Within the next 10 minutes, please complete the three sentences. Write down the first words that come to mind. There are no right wrong or preferred answers to this survey. Your response will be seen only by members of the Rutgers University team working on the Vision Plan, and individual responses will be kept confidential. Please put your survey in the box when you are done.

Name _____

I... (Check all that apply)

- | | |
|--|--|
| <input type="checkbox"/> Have lived in Linden for _____ years | <input type="checkbox"/> Have owned a business in Linden for _____ years |
| <input type="checkbox"/> Have worked in Linden for _____ years | <input type="checkbox"/> Grew up in Linden |

1. To make Linden a better place to live, work or enjoy, the City should...

2. And the City should avoid...

3. But I'm concerned that...

Appendix 10

Economic Development Focus Group Survey

Instructions: Within the next 10 minutes, please complete the three sentences. Write down the first words that come to mind. There are no right wrong or preferred answers to this survey. Your response will be seen only by members of the Rutgers University team working on the Vision Plan, and individual responses will be kept confidential. Please put your survey in the box when you are done.

Your name _____

1. To promote better economic development in Linden, the City should

2. And the City should avoid

3. But I am concerned that
