



Revitalize Ducktown

The Ducktown Neighborhood Revitalization Plan

Atlantic City, New Jersey

**Rutala Associates
April 2019**

Revitalize Ducktown

Funding for the Revitalize Ducktown Strategy was provided by the Wells Fargo Regional Foundation and the New Jersey Economic Development Authority. The plan was spearheaded by the Ocean Community Economic Action Now, Inc. (O.C.E.A.N., Inc.) and a committed Steering Committee comprise of local stakeholders, service providers and residents.

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Appendix (Separate Document)

- Appendix A - Media Coverage
- Appendix B - Meeting Notices, Agendas, Sign-in Sheets, etc.
- Appendix C - Maps
- Appendix D - Permitted Uses in the Zoning Districts
- Appendix E - City Statutes Regarding Trash and Recycling

Executive Summary

Purpose of the Plan

The Ducktown Neighborhood Revitalization Strategy is a collaborative effort between the Ducktown Neighborhood Steering Committee comprised of local residents, community leaders, business owners and representatives from local institutions, the City, and the public at large. The purpose of



the plan is to improve this historic neighborhood that is bounded by Texas Avenue, the Bay, Arkansas/Michigan Avenues, the Boardwalk. This resident-driven plan is focused on improving the quality of life for residents and planting the seeds for a broader transformation of local parks, schools, housing and businesses. Over the

past 10 months, the process has brought together residents, community groups, local institutions, non-profits, city representatives, and local businesses to discuss how they envision their community improving over the next decade, and how they can work to achieve that vision together. This document represents countless hours of work volunteered by dedicated residents and stakeholders wishing to make Ducktown a better place to live, learn, play and do business.

The process of revitalization is about reinvesting in both people and place. This strategy is intended to:

- Empower residents as agents of change in Ducktown;
- Strengthen connections across neighborhood boundaries to collaboratively address common issues;
- Ensure that the revitalization of Ducktown benefits all residents;
- Celebrate Ducktown's heritage through arts and culture;
- Coordinate the efforts of all concerned stakeholders so that everyone is working from the same playbook; and
- Inform funding decisions and raise money for neighborhood investments.

Map 1: Ducktown Area Context



Map 2: Ducktown Aerial Map

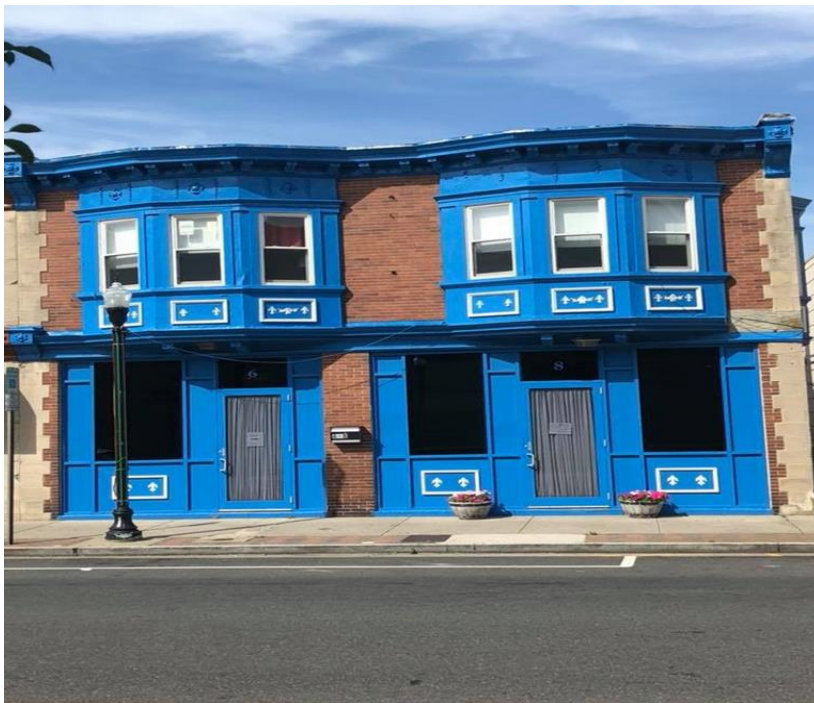


Why Ducktown?

Ducktown has a rich history, dating back to the early 20th century. The neighborhood was historically a tight-knit Italian American district of Atlantic City and is now a vibrant multi-cultural neighborhood, representing one of the most diverse Census tracts in the State of New Jersey. The neighborhood is also home to some of the most historic and best-known businesses and eateries in the region.



The Ducktown Neighborhood Association has a long history of bringing the residents and businesses of Ducktown together. The Association strives to have a stronger voice in decisions being made that impact its community. Undertaking the Revitalize Ducktown Strategy was a watershed moment for the Association. The planning process offered an unparalleled opportunity for the Association to take a pivotal role in listening to residents and guiding the neighborhood's future through a platform that until now did not exist.



In 2017, the New Jersey Department of Community Affairs (NJCA) decided that the City of Atlantic City qualifies for the Neighborhood Revitalization Tax Credit Program (NRTC). Programs like the NRTC can provide the resources needed to reinvigorate Ducktown.

Prior to applying for NRTC funds, a Neighborhood Revitalization Plan must be completed and approved by NJCA. In 2018, the Ducktown Neighborhood Association was thrilled to be an awardee of grants from the Wells Fargo Regional Foundation and the

New Jersey Economic Development Authority to support this strategy's development. The plan was led by the Ducktown Neighborhood Association, O.C.E.A.N., Inc. and a committed Steering Committee comprised of local stakeholders, service providers and residents.

In addition, the following factors resulted in a focus on the Ducktown Neighborhood:

- The entire neighborhood is designated as an Opportunity Zone, providing property owners to take advantage of the tax advantages provided through this new economic development tool;
- Most of the neighborhood is in the Tourism District, justifying funding from the Casino Reinvestment Development Authority;
- Most of Ducktown is located in the Transit District; and
- Governor Murphy's Administration recommends a strong focus on neighborhoods in Atlantic City.

Why Now?

Atlantic City is starting to rebound from a significant economic decline caused by three factors:

- The devastation of Superstorm Sandy which damaged numerous homes and businesses in Ducktown;
- The decline of the casino industry due to regional, national and international competition; and
- The Great Recession of 2008.

Atlantic City and the region have slowly recovered from these impacts. However, this recovery has been slower than that of New Jersey, which as a state had lagged behind in recovery compared to the nation. The effects of this decline have been enormously damaging for the region, resulting in tens of thousands of lost jobs, thousands of residents leaving the area, disinvestment, and crippling socioeconomic impacts. In Ducktown, these impacts have been profoundly felt. Storefronts went vacant as 10 percent of residents left the neighborhood and the neighborhood school's enrollment dropped. Large employers and businesses shuttered, and the remaining businesses shed jobs. Homes were left vacant, having been damaged beyond the ability of owners to repair them or having entered foreclosure.

The neighborhood has weathered what could have been a death blow, and has been positioned for recovery. In the wake of the downturn, both old and new economic development ideas have been pitched to reinvigorate the region. The recovery includes a call for economic diversification, which can benefit the commercial areas of Ducktown. Gone are the days when the casino industry was structured to keep patrons within the four walls of the casino complex. Casino operators are now partnering with local businesses to provide a more meaningful experience. Until recently, business development outside of the casinos was seen as a threat. Casino operators now, recognized it as a linchpin of economic development: a rising tide can float all boats.

Atlantic City's tourism market has also undertaken a re-positioning. Until recently, the casino and tourism industry were heavily oriented towards growing a visitor base consisting of baby boomers



and Gen Xers. Now, Atlantic City has gained desirability among millennials. Millennials who are attracted to Atlantic City demand a customized experience that is not dominated by casino gaming but instead provides unique eateries, shopping, walkability and activities that are provided in neighborhoods like Ducktown.

Compounding the City's response to the economic downturn was a municipal debt crisis that threatens the solvency of Atlantic City. The City's dire fiscal straits prompted a State government takeover of Atlantic City which began in 2016. The State continue to have oversight over the City, though its focus has shifted to community and economic development.

The State of New Jersey unveiled *Atlantic City: Building A Foundation For A Shared Prosperity* in September 2018.

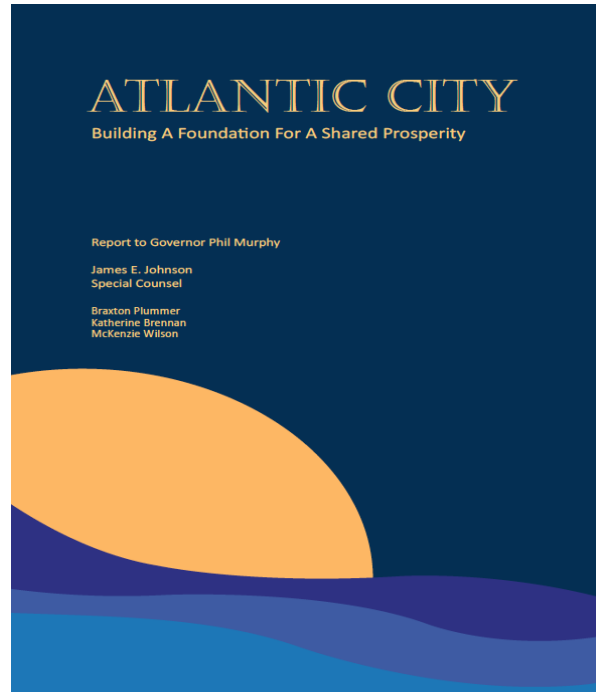
This report was the result of over five months of fact finding, consultation and analysis by the State review team. The report concludes that tremendous things can occur in Atlantic City if everyone works together and focuses on broadening the economy and improving living conditions for residents. The report's recommendations include:

- Improve amenities that effect residents' quality of life and attract new residents by developing strategic projects such parks and recreation centers for summer programs for children and walkable neighborhoods.
- Enhance the City's strengths by utilizing neighborhood associations, arts organizations and cultural institutions as well as introducing non-partisan community engagement tools.

- Address social challenges and create pathways to opportunity by providing support for households facing foreclosure, rehabbing vacant and abandoned homes and selling them to working families at affordable prices.

The State involvement and guidance has provided a unique opportunity to improve neighborhoods in Atlantic City. The State has been supportive of the work being undertaken in Ducktown to address neighborhood needs from the bottom-up.

For these reasons, the Ducktown Neighborhood Revitalization Strategy is timely and necessary. It is meant to build upon the positive momentum that is occurring in the neighborhood as well as an opportunity to help organize and connect traditionally-underserved residents around a set of coordinated strategies designed to improve their quality of life.



Planning Context

This Strategy seeks to reinforce and incorporate prior planning ideas while providing an overarching vision for Ducktown. Prior plans focused on the entire City; this strategy will be focused on Ducktown and will comprehensively provide one blueprint for the neighborhood. The following plans provide valuable insight and direction to the development of the recommendations in this report:

- Atlantic City Master Plan, 2008
- Atlantic County Economic Development Strategy and Action Plan, 2015
- Atlantic City Master Plan Reexamination, 2016
- Atlantic City: Building A Foundation for a Shared Prosperity, 2018
- New Jersey: Building a Stronger and Fairer Economy (Johnson Report), 2018

These planning efforts, among others used as references, represent the work of boards and committees who have communicated and worked towards a vision for Atlantic City and the neighborhood. To the greatest practicable extent, this planning process has incorporated past visions while articulating a new vision that addresses Ducktown’s current needs and future goals.

Planning Partners

The plan was guided by a collection of established organizations and institutions based in Ducktown. The Ducktown Neighborhood Association is comprised of memberships of many business and cultural partners, including Stockton University (which operates Dante Hall and the Arts Garage) and Saint Michael’s Church (which hosts many neighborhood multicultural events).



Other partners who participated in the planning process include:

- Atlantic City - Mayor's Office
- Atlantic City - City Council
- Atlantic City Arts Foundation
- Atlantic City Board of Education
- Atlantic City Boys and Girls Club
- Atlantic City Community Fund
- Atlantic City Initiative Office
- Atlantic City Jitney Association
- Atlantic City Licensing & Inspections Department
- Atlantic City Planning & Development Department
- Atlantic City Police Athletic League
- Atlantic City Police Department
- Atlantic City Public Works Department
- Atlantic Cape Community College
- AtlantiCare
- Atlantic County Improvement Authority
- Boys & Girls Club
- Community Foundation of South Jersey
- Creative New Jersey
- Greater Atlantic City Chamber of Commerce
- Hard Rock Casino Hotel Foundation
- Jewish Family Services

- Metropolitan Business & Citizens Association
- New Jersey Casino Reinvestment Development Authority
- New Jersey Department of Community Affairs
- New Jersey Economic Development Authority
- New Jersey Governor’s Office of Rebuilding and Recovery
- New Jersey Governor’s Office – Atlantic City Special Counsel
- O.C.E.A.N., Inc.
- Parish of Saint Monica
- South Jersey Industries
- Stockton University
- Tanger Outlets – The Walk
- US Army Corps of Engineers
- Volunteers of America

Planning Process

The planning process was designed to be both data-driven and people-driven. This required us to both:

Listen through a variety of *Community Outreach & Engagement* activities—a key component of the plan and the basis for the recommendations, and

Collect and Analyze Data to provide a comprehensive picture of the challenges Ducktown faces today.

Community Outreach and Engagement

The Revitalize Ducktown Strategy was conceived as a true, community-driven plan that will serve as a unified voice for local residents, business owners, institutions, youth, community leaders, and



political representatives, among others. As such, the planning process was designed to not only engage the public, but also help to build a sense of community among the area’s diverse constituency.

Creating a plan grounded in the realities of Ducktown requires an open and ongoing public

dialogue. The process informed and brainstormed with residents and stakeholders using a number of different outreach tools including:

- Numerous meetings with a Steering Committee that guided all aspects of the project.
 - March 20, 2018 - discussion of the best methods to solicit public input during the process.
 - April 18, 2018 - preview of the planning team's analysis.
 - May 21, 2018 - focused on ways to launch the resident and building surveys.
 - June 27, 2018 - continued discussion on ways to launch the resident and building surveys.
 - August 14, 2018 - continued discussion on ways to launch the resident and building surveys.
 - September 26, 2018 – final discussion on ways to launch the resident and building surveys.
 - January 2019 - draft recommendations discussed.
 - February 2019 - five-year priority projects discussion.
- A press conference was held on July 16, 2018 to publicly kick off the planning process.
- On August 15, 2018, the planning team hosted an informational table at the Wedding of the Sea Festival to engage with local residents.
- Several confidential interviews were held with a sample of residents, community leaders, business owners, service providers, and City officials.
- An interactive *open house* to publicly launch the plan and invite community members to share their opinions of the community was held on July 25, 2018. Over 100 residents participated in this event.
- A number of *collaborative maps* were used to help residents pinpoint where they had concerns about their community.
- A door-to-door *resident perception survey* was conducted throughout Ducktown by community volunteers who collected over 100 completed surveys from households throughout the neighborhood.
- A mail-in resident perception survey was distributed to all those Ducktown residents who did not participate in the door-to-door survey.
- In addition to the open house, three *public meetings* were held. The first meeting was held on August 14, 2018 and focused on ways to make the neighborhood clean and safe with a presentation by the Police Department. Also, at this meeting the planning team presented the analysis of existing conditions and invited the community to provide input. The second meeting, held on September 26, 2018, focused on economic development tools, home renovations and elevations. The November 28, 2018 meeting featured presentations on code enforcement and the free college program. The January 2019 meeting provided the community with an overview of the preliminary recommendations for the plan and engaged them in a prioritizing exercise to determine where limited funds should be directed. The final meeting was held in April 2019 and provided a forum to review the final plan, celebrate the hard work of local volunteers, and sign up to stay involved with the implementation of the plan.

- On October 20, 2018, the first annual Ducktown Neighborhood Clean-up was held. Children from the Boys & Girls Club and Texas Avenue School participated. A poster contest at the Texas Avenue School complimented this event.
- On December 15, 2018, Rich Negro, a leader in the Ducktown Neighborhood Association, was interviewed (as a radio show guest) to discuss the planning process.
- On February 12, 2019, a public meeting was held to present the Revitalize Ducktown strategy and accept public comments.

Putting the Plan Together

To understand the underlying trends and socio-economic characteristics of Ducktown, the planning team utilized The Reinvestment Fund's [TRF] Policy Map data sets. This data on population, race, income, housing and other demographics of the community was augmented where necessary with Census information and parcel data provided by the City of Atlantic City.

The planning team also conducted a parcel by parcel survey of every property in Ducktown. The survey collected detailed information on each parcel, including its use and condition as well as physical observations about housing, businesses, roads, maintenance, safety, and other characteristics. The planning process consisted of three phases:

1. Research Existing Conditions

During the first phase of work, which was defined by research and data collection, the planning team explored and documented the physical and economic conditions in Ducktown through:

- Creation of a GIS parcel-by-parcel mapping of land use, building condition and vacancy data to create an up-to-date land use map.
- Examining in-depth the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, and pedestrian / bicycling amenities.
- Research using TRC Policy Map and the Census to evaluate demographic and socioeconomic changes within the community over time.
- Review of historic maps and photographs as well as prior planning documents whose boundaries overlap with those of the study area.
- Launching a public outreach initiative beginning with the Open House designed to get a handle on the qualitative aspects of the neighborhood.
- Processing the information collected during the analysis to identify opportunities and challenges for the future of Ducktown.
- Presentation of the information collected during the analysis to identify opportunities and challenges for the future of Ducktown in an open public meeting.

2. Preliminary Recommendations

During the second phase of the process, the planning team worked closely with community partners to develop well-tailored recommendations in response to the research findings and community input collected in Phase I. Phase II included:

- Review and discussion of previous plan findings with one-on-one interviews.
- Developing a list of goals and objectives based upon public input.
- Identifying a series of preliminary recommendations for achieving goals and balancing observed trends and projections with desired outcomes.
- Presenting the preliminary recommendations to the community for feedback and critique at a public meeting.

3. Final Strategic Plan

During Phase III of the planning process, the planning team refined the recommendations to incorporate input collected from the Steering Committee and the general public. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide community action in the coming weeks, months, and years.

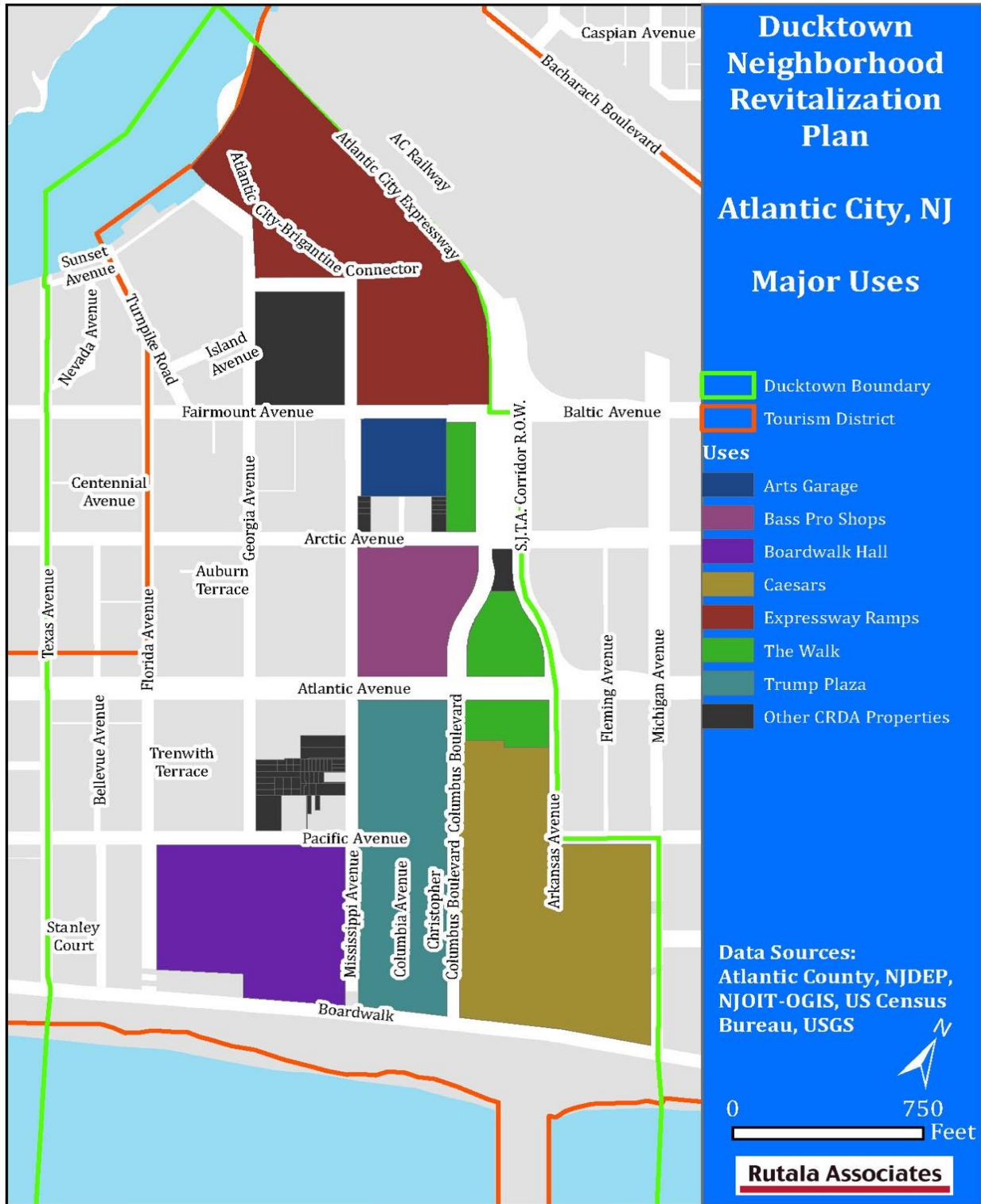
4. Implementation

Phase IV includes developing a timeline with discreet, phased steps with a clear path to pursuing early, visible wins. Guidance will be provided for implementation including potential short-term and long-term resources.

5. Evaluation and Ongoing Engagement

The Final Phase will assign responsibility for monitoring different components of plan implementation.

Map 3: Major Land Uses



Goals and Objectives

Goals	Objectives
Promote the livability of Ducktown for current and future residents	<ul style="list-style-type: none"> - Develop and inform residents of Ducktown’s unique identity in order to achieve a sense of place that builds civic pride. - Ensure a variety of housing options and typologies are permitted in the neighborhood. Development regulations should be tailored to the neighborhood’s unique, historic character. - Identify and address zoning issues that impose regulatory and financial burdens on residents and property owners seeking to renovate, rebuild, and reinvest in the community. - Identify and implement strategies to increase passive and active recreational options for the neighborhood. - Identify and support new neighborhood amenities and curb appeal efforts.
Enhance Ducktown’s viability and economic resiliency by supporting a varied commercial base	<ul style="list-style-type: none"> - Promote a cooperative business climate that serves the needs of both residents and visitors and builds long-lasting relationships with the community. - Capitalize on economic incentive programs such as the Neighborhood Revitalization Tax Credit and the federal Opportunity Zones to attract capital for reinvestment into the neighborhood. - Strengthen the existing Arts District initiatives through the promotion of public art. - Support a variety of contextual commercial uses in neighborhood buildings that play to the neighborhood’s strengths and priorities while remaining adaptable to future innovative and creative uses. Not sure what this means - Support and seek job opportunities for residents and enhance transportation/circulation for workers in the neighborhood.
Preserve and recognize Ducktown’s historic legacy	<ul style="list-style-type: none"> - Develop opportunities to strengthen heritage tourism and placemaking - Identify opportunities to preserve and enhance properties eligible for listing on the State and National Register of Historic Places. - Maintain traditional development patterns that facilitate social interaction, multi-generational living opportunities, and provide public and private amenities for neighborhood households.
Make Ducktown a resilient and sustainable neighborhood	<ul style="list-style-type: none"> - Design and install infrastructure that will protect people and property from natural hazards, particularly floods. - Facilitate rebuilding and renovations of Ducktown structures that preserve neighborhood character and density while ensuring sound floodplain management standards are met. - Prevent displacement of residents and mitigate property damage by implementing large and small-scale adaptations to climate change and natural hazards such as sea level rise. - Implement educational outreach and recreation options, that strengthen Ducktown’s historic connection to its natural resources, particularly the beach and bay ecosystems.

	<ul style="list-style-type: none"> - Comprehensively assess public health threats such as building conditions, historic contamination, and air and water pollution to develop strategies to make the neighborhood safer and healthier.
<p>Address quality of life and safety concerns and enhance the day-to-day experience of Ducktown residents, visitors, and businesses</p>	<ul style="list-style-type: none"> - Coordinate and formalize municipal and CRDA-operations to better provide services and be responsive to residents and businesses. - Enhance safety for bicyclists, pedestrians, and non-motorized traffic in the neighborhood. - Undertake resident and city-led trash and recycling efforts that enhance residential and business areas. Educate property owners to, reduce litter, and provide a clean environment for residents and visitors. - Develop and promote lasting civic engagement programs through schools, religious institutions, organizations, and other non-governmental groups to ensure that residents have the means and voices to improve their neighborhood following the plan’s completion. - Build the capacity of local organizations to serve neighborhood residents. - Determine locations of high crime activity and coordinate efforts with property owners, police, and code enforcement staff to address conditions that cause crime.

Demographic Overview & Existing Conditions

Ducktown is an urban Atlantic City neighborhood comprised of 2,557 residents between the Boardwalk and Bay between Texas and Michigan/Arkansas Avenues. Historically, Ducktown is a



transitional neighborhood, having been settled by immigrants continuously since its inception. The neighborhood has been home to the City's Italian community, though the proportion of Italian residents has significantly decreased in the second half of the twentieth century. Ducktown is home to several Atlantic

City institutions, including White House Sub Shop, Doc's Oyster House, Barbera's Fish Market, Angelo's Fairmount Tavern, Jim Whelan Boardwalk Hall and Formica's Bakery. The neighborhood is located at the base of the Atlantic City Expressway, and borders Chelsea to its west. Ducktown is one of the few neighborhoods in the City that is largely physically intact from waterfront to waterfront, and is notable for its many alleyways, narrow streets, and high degree of walkability.

Ducktown is home to approximately six percent of the City's residents. Ducktown's 2016 population represents a ten percent decline since 2010, when the recorded population was 2,861 residents. In 2000, the neighborhood was home to 2,785 residents and comprised a roughly similar proportion of the City's residential population. The average household size is larger (3.31 versus 2.5 in the City as a whole), as is the average family size (4.0 persons per family versus 3.34 in the City as a whole).



The neighborhood has some of the densest residential blocks in the City. For example, the block bounded by Iowa Avenue, Stenton Place, Atlantic Avenue, and Arctic Avenue is 2.6 acres and is inhabited by 374 residents, or 141143.8 persons per acre. Even though the neighborhood is 184 acres in land area, the residential section of Ducktown comprises an area of approximately 50 acres concentrated in the western section of the neighborhood. Owing to its high density, low elevation, and older housing stock Ducktown was severely impacted by Superstorm Sandy, with an estimated 29 percent of households with major or severe damage.

1. Racial Composition

Ducktown is one of the most diverse neighborhoods in Atlantic City and in South Jersey overall, being comprised of residents with roots from all corners of the globe. In terms of race, Ducktown has a higher percentage of white population (46 percent) than the rest of Atlantic City (35 percent) and a much smaller proportion of black residents (seven percent in Ducktown versus 38 percent in the City as a whole). The neighborhood has a higher proportion of Asian residents (39 percent versus 17 percent of Atlantic City overall), the majority of whom are Asian Indian, Chinese, and Vietnamese. Ducktown is home to 15 percent of the City’s Asian and 8.5 percent of its white population, compared to six percent of the City’s total population within its boundaries. Non-Hispanic whites comprise approximately 11 percent or 279 residents, which is lower than the City’s overall rate of 17.5 percent. Approximately 3.2 percent of Ducktown residents have Italian ancestry, though this percentage has decreased drastically through the twentieth century.

Table 1: Racial Composition of Ducktown, Atlantic City, and New Jersey

	Ducktown		Atlantic City		New Jersey	
Race	Population	Percent	Population	Percent	Population	Percent
White	1,172	45.8	13,719	34.90	6,075,710	68.1
Black	186	7.3	15,072	38.35	1,207,221	13.5
Asian	994	38.9	6,585	16.75	819,208	9.2
Multiracial	45	1.8	1,559	3.97	225,713	2.5
All Other	160	6.2	2,371	6.03	587,604	6.6
	2,557		39,306		8,915,456	

Source: 2016 ACS

2. Hispanic Ethnicity

Ducktown’s Hispanic residents total 1,131 (or 44 percent of) the neighborhood. The plurality of these residents are Mexican (36 percent). A smaller proportion of Hispanic residents are Dominican (16 percent), Puerto Rican (15 percent), and Honduran (14 percent). Ducktown also has a significant portion of the City’s Colombian, Ecuadorian, and Peruvian residents. By comparison, approximately 28 percent of Atlantic City’s residents are Hispanic, and 19.3 percent of New Jersey’s residents are Hispanic. Hispanic residents of Ducktown comprise 10.4 percent of Atlantic City’s total Hispanic community.

Since 2009, the Hispanic community in New Jersey, Atlantic City, and Ducktown has grown considerably. The rate of growth of the Hispanic community in Ducktown has exceeded that of both Atlantic City and New Jersey overall. According to the American Community Survey, the years between 2009 and 2016 saw a large increase in Dominican residents in Ducktown, as well as a large

percent increase in Hispanic residents from South American (including Colombian, Ecuadorian, and Peruvian residents). Very few Hispanic residents from either South America or Dominica were estimated to be living in Ducktown in 2009. The number and percent of Honduran and Mexican residents has also increased substantially, increasing by 55.8 percent and 42.2 percent, respectively.

Table 2: Hispanic Ethnicity

	Ducktown		Atlantic City		New Jersey	
	Population	Percent	Population	Percent	Population	Percent
Hispanic	1,131	44.2	10,855	27.6	1,719,831	19.3
Change (from 2009)	+473	+71.9	+1,369	+14.4	+251,655	+17.1
Mexican	408	16	2,923	7.4	238,309	19.3
Puerto Rican	160	6.3	3,250	8.3	470,954	5.3
Honduran	162	6.3	894	2.3	45,465	0.5
Colombian	75	2.9	520	1.3	116,912	1.3
Peruvian	63	2.5	330	0.8	86,149	1.0

Source: 2009, 2016 ACS
 Note: Percent indicates percent of total population

Table 2 shows the breakdown of origins of Hispanic residents of Ducktown, Atlantic City, and New Jersey. Compared to the State, Ducktown and Atlantic City have a smaller proportional composition of Mexican residents, and a slightly higher proportional composition of Puerto Rican and Honduran residents.

3. Age Breakdown

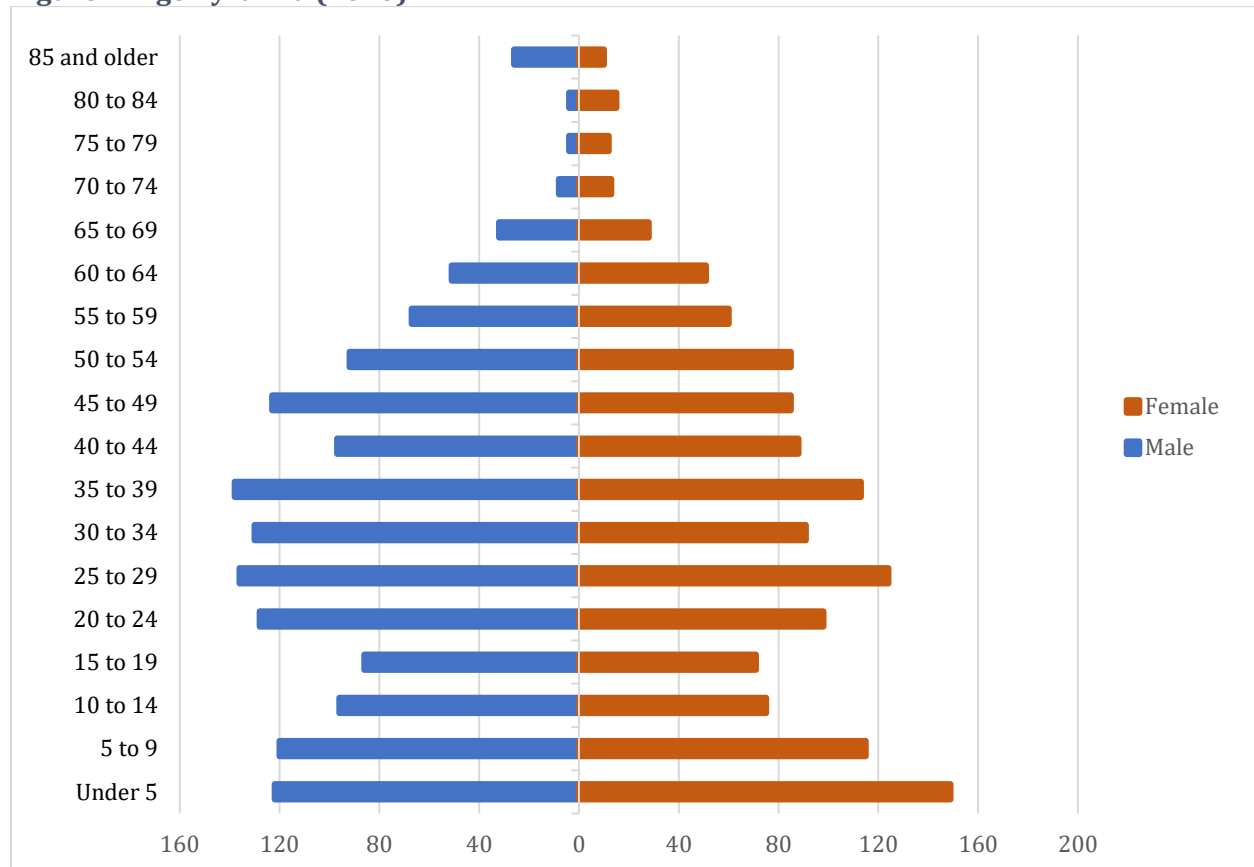
The median age of residents in Ducktown is 31 years old, which is younger than the median for that



of the City as a whole (35.7 years old). The age pyramid below shows the distribution of the neighborhood's population by age at the time of the 2010 Census. The neighborhood's age distribution indicates that men outnumber women by 177, which is a 53/47 percent split. Atlantic City as a whole is split nearly evenly. The 2016 American Community Survey indicates a wider gap between

the number of men and women in the neighborhood (352 people more men), with men outnumbering women in almost every age category excepting the 25-29, 30-34, 45-49, and 50-54 age cohorts. According to the 2010 Census, women outnumber men in the age cohort of those 70 to 84 years old, as well as those under five years of age. The largest percent difference in men to women is in the 45-49 age cohort and the 30-34 age cohort. Of those 85 years and older (which comprise only 1.3 percent of the neighborhood), men outnumber women by a 72/38 margin.

Figure 1: Age Pyramid (2010)



There is a slightly larger proportion of school-aged residents aged 5 to 19 (20.5 percent of Ducktown compared to 19.6 percent of Atlantic City) and a smaller proportion of senior residents (5.5 percent of Ducktown compared to 12.7 percent of Atlantic City) in the neighborhood when compared to the rest of the City.

4. Origin and Language

Ducktown has long been a neighborhood of immigrants, beginning with the Italian immigrants who moved to Atlantic City in the early 1900s. To this day, the foreign-born population in Ducktown is significant, with those born outside of the United States accounting for nearly two-thirds (62.4 percent) of all residents in the neighborhood. By comparison, only one-third (32.3 percent) of Atlantic City's total population and approximately one-fifth (21.8 percent) of New Jersey's total population are foreign-born. Rates of citizenship are lower in Ducktown than in the State and City, with only 38 percent of foreign-born Ducktown residents being naturalized American citizens. By comparison, 44 percent of Atlantic City's foreign-born population is naturalized, and 53.9 percent of New Jersey's foreign-born population is naturalized. Nearly eighty-three percent of Ducktown's

immigrant population entered the country prior to 2010, which is a similar percentage in both New Jersey and Atlantic City.

The origins of Ducktown’s immigrant residents are almost exclusively Asia and Latin American. Interestingly, despite Ducktown having a larger percentage of Hispanic residents, foreign-born residents of Asia outnumber those of Latin America 53 percent to 42.7 percent. A small percentage (4.1 percent) of residents immigrated from Europe. Approximately 658 residents, or one-quarter of the total, were born in New Jersey and one-third were born in the United States.

As of 2016, 84 percent of Ducktown residents five years old and older speak a language other than English at home. By comparison, 46 percent of Atlantic City residents and 30.7 percent of New Jersey residents five years old or older speak a language other than English at home.

Supplemental data from the NJ Department of Education provides an additional and potentially more accurate representation of languages spoken at home. The Department of Education reports that the top five languages spoken at homes of K-8 Texas Avenue School (the school which Ducktown children attend) students include Spanish (62.1 percent), Bengali (15.8 percent), English (14.9 percent), Urdu (3.1 percent), and Vietnamese (2.5 percent).

Table 3: Language Spoken at Home (Percent of Speakers)

	Ducktown	Atlantic City	New Jersey
English Only	15.90	53.90	69.30
Language Other Than English	84.10	46.10	30.70
Speak English less than “very well”	57.2	26.30	57.20
Spanish	42.10	25.50	15.90
Other Indo-European Languages	22.80	11.50	8.40
Asian and Pacific Islander Languages	19.30	7.80	4.80
Source: 2016 American Community Survey			

5. Income and Financial Characteristics

Ducktown could be classified as a working-class community. Economic characteristics as measured by the 2016 American Community Survey indicate that the neighborhood’s characteristics are in line with that of the City as a whole. The median family and household incomes (\$31,920 and \$34,167, respectively) are slightly higher and lower than that of the City as a whole (\$31,997 and \$26,969, respectively). Per capita income is significantly lower than that of Atlantic City; in Ducktown it is \$13,900 while it is \$15,402 for Atlantic City residents.

Poverty is more pronounced in Ducktown than it is citywide. Individual and family poverty rates are 41 percent and 44 percent respectively in Ducktown, as opposed to 36.6 percent and 32.7 percent in Atlantic City. Compared to the rest of the City, there are a similarly proportional number of residents using supplemental security income, public assistance, or Supplemental Nutrition Assistance Program (SNAP) benefits in the past 12 months in Ducktown compared to the City.

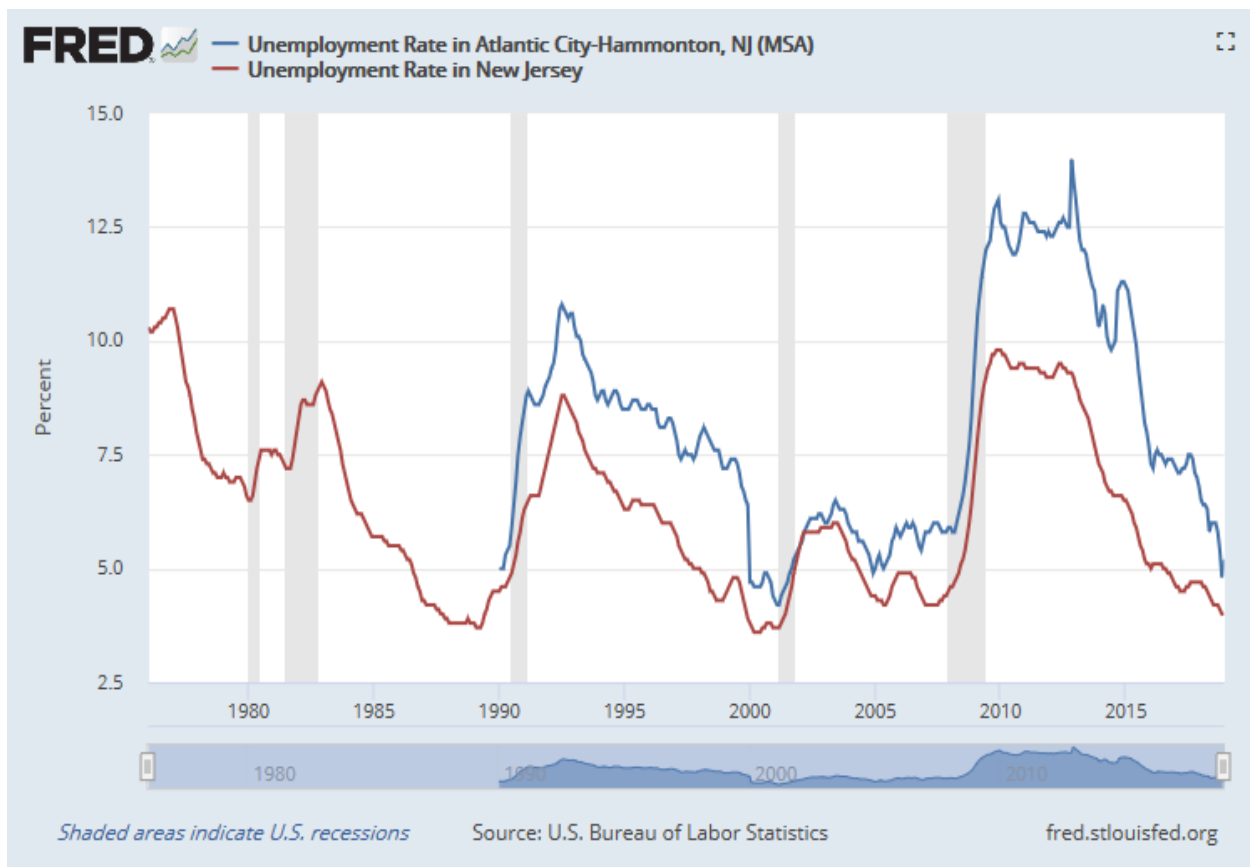
For employed Ducktown residents, those working in the service industry comprise the majority of workers (67.8 percent), whereas those in business/management/science/arts and sales/office

professions comprise 12 percent of workers. While Atlantic City also has a higher percentage of workers in service occupations (46.8 percent), in New Jersey these workers represent only 16.7 percent of all workers. Nearly 62 percent of workers are in the arts/entertainment and service industry, compared to 41 percent of Atlantic City workers and 8.4 percent of those working in the state. Nearly all (92.2 percent) of workers are private wage/salary workers, with only 3.4 percent of workers working in government. By comparison, 10.4 percent of Atlantic City workers and 13.6 percent of New Jersey workers are government workers.

Despite Ducktown’s compact, walkable streetscape, commuters living in Ducktown have average travel times that are more in line with that of the State’s average (31 minutes) than Atlantic City’s (20 minutes). Ducktown commuters spend an average of 30 minutes commuting, with approximately 22 percent and 28 percent opting to walk or take mass transit. These numbers are considerably higher than that of New Jersey (11.2 percent and three percent, respectively) and slightly higher than that of Atlantic City (25 percent and 18 percent, respectively). Only 41 percent of workers drove alone, compared to 44 percent of City workers and 71 percent of workers statewide.

On a City wide and regional basis, the employment base is growing. Buoyed by the opening of two new resorts, Atlantic City’s economy added 4,600 jobs in 2018, an increase of 3.6 percent. Last year’s rate of job growth in Atlantic City was its best since the late 1980s.

Figure 2: Unemployment Rate of the Atlantic City MSA and New Jersey



Map 4: Transit Village



While non-gaming related job growth was more modest in 2018 it was relatively broad-based. Total employment excluding the gaming sector increased by 1,100—a 1 percent increase. The acceleration in regional homebuilding in tandem with other major construction projects in Atlantic City (Stockton University’s Atlantic City campus, South Jersey Gas Headquarter and 600 NoBe at North Beach Apartment), led to an increase in construction employment in the area in 2018, as construction payrolls expanded by nearly 700—a 12.7 percent increase. Education and health services employment rose by 800, a 3.8 percent increase. Professional and business services employment increased by 500 jobs, a 4.6 percent increase. Additional gains occurred in restaurants and bars (up 1.8 percent) and state government (up 2.6 percent). Even the area’s small manufacturing sector recorded job gains, as employment rose 5.4 percent (+116 jobs). The only industries that experienced job losses in 2018 were retail and wholesale trade, and federal and local government. However, their loss was very minor, 233 jobs among these four industries.

Unemployment in the Atlantic City region has dropped significantly in the past four years from a high of 14 percent to a low as of November 2018 of 4.8 percent. The State unemployment rate was only slightly lower at 4 percent.

Importantly, 2018’s decline in the unemployment rate came despite a modest increase in the local labor force of 0.5 percent. In fact, the increase in the local labor force was the first since 2012. Reflecting the aftermath of the Great Recession, Superstorm Sandy and the deep and protracted retrenchment in the local gaming sector, the local economy’s labor force declined by nearly 20,000 (-14 percent) between 2012 and 2017.

It is important to note that the two new resorts have made a concerted effort to hire Atlantic City residents. As of October 2018, Hard Rock employed 1,076 city residents, while Ocean Resort provided jobs to 879 people living in Atlantic City. Borgata provided jobs to 924 residents and Tropicana Atlantic City employed 764 city residents, while Harrah’s Resort Atlantic City employed 598, Bally’s Atlantic City 497, Resorts Casino Hotel 450, Caesars Atlantic City 425 and Golden Nugget Atlantic City 383. Collectively, Atlantic City residents represent nearly 21 percent of all employees at the resort’s nine casino properties.

6. Education

Children in Ducktown go to the Texas Avenue School for grades kindergarten through eight, and Atlantic City High School, Atlantic County Vocational School District, or parochial schools for high school.

Educational attainment within the neighborhood remains low when compared to the City and to the State. In New Jersey, 88.9 percent of those 25 years or older have a high school diploma, and 37.5 percent have bachelor’s degrees. By comparison, 71.6 percent of Atlantic City residents are high school graduates, and only 16.2 percent have bachelor’s degrees. In Ducktown, this figure is even lower with 59.2 percent having high school diplomas and 10 percent having bachelor’s degrees or higher.

Total school enrollment in Ducktown represents 27.3 percent of the neighborhood population three years old or older, compared to 25 percent of the State and 25 percent of Atlantic City. Those in nursery school and pre-school account for 10 percent of Ducktown’s school enrollees, whereas they represent only 7.5 percent statewide and 5.9 percent city-wide. Those enrolled in high school, however, represent a much smaller percentage (11.4 percent) compared to the State (21.3 percent) and City (21.1 percent).

The Texas Avenue School, located in Ducktown at the intersection of Arctic and North Texas Avenues, is one of nine elementary schools in Atlantic City. The Texas Avenue School is a K-8 school with a 2017-18 enrollment of 560 students, making it one of the smaller schools in the Atlantic City School District. Its district boundaries include all of Ducktown as well as the area of Chelsea between Texas Avenue and California Avenue between Arctic Avenue and the Boardwalk, the blocks between Texas Avenue and Maxwell Avenue between Fairmount and Arctic Avenue, and between California Avenue and Iowa Avenue between Fairmount Ave and Beach Thorofare.

Table 4: Enrollment by Race and Ethnicity by School

	Atlantic City High School	Brighton Ave School	Chelsea Heights School	MLK School Complex	New York Ave School	Pennsylvania Ave School	Richmond Ave School	Sovereign Ave School	Texas Ave School	Uptown School Complex	Venice Park School (Pre-K)
<i>White</i>	259	4	13	13	7	3	23	10	2	4	1
<i>% White</i>	13.8	1.2	3.5	2.2	1.2	0.5	3.2	1.4	0.4	0.7	1.3
<i>Black</i>	542	18	71	431	439	311	86	42	18	356	38
<i>Percent Black</i>	28.8	5.2	19.3	72	72.6	55.6	12	5.7	3.2	62.2	50.7
<i>Hispanic</i>	669	238	175	123	130	201	361	492	393	190	28
<i>% Hispanic</i>	35.5	68.8	47.7	20.5	21.5	36	50.5	66.8	70.2	33.2	37.3
<i>Asian</i>	384	80	99	15	17	29	222	167	137	12	5
<i>% Asian</i>	20.4	23.1	27	2.5	2.8	5.2	31	22.7	24.5	2.10%	6.7
<i>American Indian</i>	6	0	4	0	0	0	2	2	2	0	0
<i>% American Indian</i>	0.3	0	1.1	0	0	0	0.3	0.3	0.4	0	0
<i>Pacific Islander</i>	16	2	1	0	3	1	11	19	6	1	0
<i>% Pacific Islander</i>	0.9	0.6	0.3	0	0.5	0.2	1.5	2.6	1.1	0.2	0
<i>Mixed-Race</i>	6	4	4	17	9	14	10	4	2	9	3
<i>% Mixed Race</i>	0.3	1.2	1.1	2.8	1.5	2.5	1.4	0.5	0.4	1.6	4
<i>Total</i>	1882	346	367	599	605	559	715	736	560	572	75

The Texas Avenue School has the highest percentage of enrollment by Hispanic students of any school in Atlantic City as well as the third-highest percentage of enrollment by Asian students.

Texas Avenue School witnessed a decrease in enrollment after the Great Recession and Superstorm Sandy. This loss of school age population is not nearly as extreme as what has been witnessed in nearby barrier island communities.

Table 5: School Enrollment Changes (2010-2017)

	2010	2017	% Change
Atlantic City High School	2,317	1,882	-19
Brighton Avenue School		346	N/A
Chelsea Heights School	408	367	-10
Dr. Martin Luther King Jr School Complex	576	599	4
New York Avenue School	575	605	5.2
Pennsylvania Avenue School	347	559	61.1
Richmond Avenue School	779	715	-8.2
Sovereign Avenue School	779	736	-5.5
Texas Avenue School	635	560	-11.8
Uptown School Complex	588	572	-2.7
Venice Park School	95	75	-21.1
Total Enrollment	7,099	7,016	-1.2

Source: NJDOE Enrollment Data

The decline in enrollment saw a slight change in the school's demographics, with enrollment by white and black students dropping by nearly half, and enrollment by Asian students decreasing by a fifth. Enrollment by Hispanic students dropped slightly. The net effect of the enrollment decrease has been that the school has a larger majority of Hispanic students than in previous years.

Table 6: Texas Avenue School Enrollment by Race and Ethnicity

	2010-11	% Change	2017-18	% Change	# Change	% Change
White	4	0.6	2	0	-2	-50
Black	38	6	18	3	-20	-52.6
Hispanic	406	63.9	393	70	-13	-3.2
Asian	174	27.4	137	24	-37	-21.3
American Indian	2	0.3	2	0	0	0
Pacific Islander	11	1.7	6	1	-5	-45.5
Multiple	0	0	2	0	2	0
	635		560		-75	-11.8

Source: NJDOE Enrollment Data

The school enrollment decline has not affected each grade the same. Enrollments for grades kindergarten through fifth grade are each down by roughly between a fifth and a third. Enrollments for grades six, seven, and eight increased by approximately half, indicating that those currently in later grades saw less mobility or that other changes (such as school zoning or construction) resulted in higher numbers of students in later grades even as enrollment dropped precipitously in younger grades.

Table 7: Texas Avenue School Enrollment Changes

	2010-11	2017-18	Difference	% Change
Kindergarten (Full Day)	94	62	-32	-34
1	97	53	-44	-45.4
2	84	64	-20	-23.8
3	75	50	-25	-33.3
4	63	51	-12	-19
5	68	54	-14	-20.6
6	55	78	23	41.8
7	50	76	26	52
8	49	72	23	46.9

Source: NJDOE Enrollment Data

NJDOE reports several other trends affecting the Texas Ave School, including:

- An increase of economically disadvantaged students from 83 percent in 2014-15 to 100 percent in 2016-17
- Schoolwide chronic absenteeism rates of 11.1 percent, with the highest rates of chronic absenteeism being among kindergarten and fourth-grade students
- The school fails to meet recommended internet speeds

Atlantic Cape Community College and Stockton University both have Atlantic City campus and are available for continuing education. Atlantic Cape Community College’s Academy of Culinary Arts provides full-time culinary programs, including Culinary Arts, Baking and Pastry, and Food Service Management.

Atlantic Cape is one of thirteen community college that is part of the Community College Innovation Challenge, to provide free tuition to qualified students. Students enrolled at least half time will be able to receive "last-dollar" Community College Opportunity Grants, covering any remaining costs of tuition and approved educational fees after applying all other financial aid grant awards to the student's account. The pilot program will allow students coming from families with incomes between \$0 to \$45,000 access to the awards. Students must maintain satisfactory academic progress in order to remain qualified.

The Higher Education Student Assistance Authority offers a financial assistance program for “dreamers” — those who came to New Jersey illegally as children. According to state guidelines, to qualify as a “dreamer,” a student must have attended a New Jersey high school for three years, earned a diploma or high school equivalency certificate, live in New Jersey, enroll at an eligible college in state and sign an affidavit that they will apply to regularize their immigration status once they are able to do so. As is required by state law for all applicants for financial aid who are male and between the ages of 18 and 25, male New Jersey dreamers must also register with the Selective Service.

A major development that will play a role in shaping Atlantic City’s economic fortunes over the coming decades is the opening of the Stockton University Atlantic City campus. Stockton’s return to Atlantic City has understandably generated significant hope. After years of significant economic dislocation and distress tied to the aftermath of the national housing crisis, the Great Recession, Superstorm Sandy and a deep localized casino industry retrenchment, the University’s new campus should make important contributions to the local economy in the years ahead.

Universities and colleges can play an important role in diversifying a local economy. Such diversification has two dimensions. First, significant institutional growth over the long-run including growing enrollment, faculty, and staff, and procurement expenditures; can foster greater demand for goods and services. Such increases in demand can quickly mushroom in cases where an anchor educational institution serves as a magnet for the establishment of new businesses and business relocations. A Coastal Resiliency Institute is proposed at the Atlantic City campus which would be a hub for private and public sector activities in the area of Marina and Coastal Sciences.

The second diversification dimension relates to the research and development activities of higher educational institutions. There is a long and well-documented history of such institutional activities that have spawned entirely new products and industries.

Most importantly, these institutions' largest contribution to their respective communities to date appears to have been their central roles in elevating the educational attainment of their communities' populations. Despite the understandable interest in Stockton's role in the economic revitalization of Atlantic City and its economy in the near term, those contributions will, be dwarfed by the far more significant educational ones it delivers to those local residents who walk through its doors.

7. Land Use and Housing

Ducktown is comprised of 1,087 properties valued at \$814.5 million or approximately 7.4 percent of Atlantic City's ratable base according to 2017 property records. The land assessment accounts for \$306.5 million, or 38 percent of the total assessed value of the neighborhood. The building assessment accounts for \$505.5 million, or 62 percent of the neighborhood's value. Approximately 36 percent of the neighborhood's ratable base is the Caesars Casino, and 25.7 percent of the ratable base is the Boardwalk Hall property (owned by both CRDA and the Atlantic County Improvement Authority). Properties owned by CRDA account for approximately 18 percent of the neighborhood's ratable base.



The neighborhood is 184 acres in size, of which 15 acres are barren/vacant land, 165 acres are in some stage of development, and four acres are sand dunes classified as wetlands. Beaches account for approximately 13 acres of the neighborhood. Approximately 73 acres of the neighborhood are road rights-of-way, including neighborhood streets and the Atlantic City Expressway. Readily developable and re-developable properties account for 98 acres of Ducktown.

Land use in the neighborhood is predominantly residential in terms of the number of parcels, but a large portion of the neighborhood's land area is tax-exempt owing to the Casino Pilot, public land ownership, and lands held by the Casino Reinvestment Development Authority for future redevelopment projects.

Housing stock in the neighborhood is diverse, with only six percent of buildings being single-family detached residences. Most the neighborhood’s housing stock is in townhouses and semi-detached residences, with larger apartment buildings comprising a small fraction of all residential properties. The neighborhood has a strong base of commercial properties, which comprise approximately one-fifth of all properties in the neighborhood. Vacant land comprises approximately nine percent (or 10.9 acres) of properties in the neighborhood, with the largest areas of vacant land found between South Florida and Bellevue Avenues as well as the former South Jersey Gas site on the bay.

The Casino Reinvestment Development Authority (CRDA) has a significant amount of land holdings in the neighborhood, which total approximately 21 acres or 17 percent of the developable property in the neighborhood. The CRDA properties consist of large portions of entire blocks, or entire blocks. The single largest parcels include The Walk, a parking lot on Fairmount Avenue, Columbus Park, Bass Pro Shops, and the Boardwalk Hall Annex.

Table 8: Major Land Uses by Acres – Ducktown

Land Uses	Acres	Percent	
CRDA	21	17.1	
	Bass Pro Shops	5.23	4.2
	The Walk	4.8	3.9
	Arts Garage	2.5	2
Caesars/Parking Garage	15.9	12.9	
Beaches	12.7	10.3	
Expressway Right-of-way	12.6	10.2	
Vacant Land	10.9	8.9	
Trump Plaza	7.8	6.3	
Boardwalk Hall	5.3	4.3	
Other	36.8	29.9	
Total Acres	123	100	
Source: Atlantic County			

The neighborhood core of Ducktown is approximately 37 acres and includes the historical residential and mixed uses areas. The beachfront resorts and tourism amenities, such as Caesars, Boardwalk Hall, The Walk, and Trump Plaza, comprise more than half of the property in the neighborhood.

According to the 2016 ACS, there are 994 housing units in the neighborhood. Approximately 78 percent (or 773 units) are occupied year-round, and approximately 22 percent (or 221 units) are vacant. Of the occupied units in Ducktown, 33 percent are owner-occupied, and 66 percent are renter-occupied. The neighborhood exhibits a lower percentage of owner-occupied housing units than the City as a whole, which has an owner-occupied rate of 28.6 percent.

County 2018 property data indicates that 33.3 percent of residential property owners have their property tax bill sent to property in Ducktown, which indicates that rates of owner-occupied housing reported in the American Community Survey may be consistent. For all properties in Ducktown, most properties (59 percent) have property tax mailing addresses in Atlantic City proper. Just over one-fifth of properties have property tax mailing addresses to adjacent or nearby communities. Properties with Egg Harbor Township mailing addresses are the plurality, comprising five percent (or 54 properties) in Ducktown. Properties with mailing addresses in Ventnor, Horsham, PA, Northfield, Margate, Absecon, Galloway, and Pleasantville comprise the subsequent highest number

of properties. (The properties with Horsham mailing addresses are all vacant, comprising a block of the Boardwalk next to Boardwalk Hall.)

Table 9: Land Uses by Parcel in Ducktown 2018

Land Use	Number of Parcels	Percent
Residential	538	49.1
Single-Family Detached	69	6.3
Semi-Detached	107	9.8
Townhouse	198	18.2
2-4 Family Apartments	149	13.7
5+ Family Apartments	15	1.4
Commercial	226	20.8
Mixed Use-Residential	65	6
Industrial	3	0.3
Public Land/School	58	5.3
Churches/Charitable	4	0.4
Other/PILOT/CRDA	88	8.1
Vacant	159	14.6
Total	1,087	100
Source: Atlantic County		

City parcel data and supplemental data from dashboard surveys and Whitepages listings indicates that there are approximately 1,190 housing units in Ducktown, which is approximately 200 more than the number estimated by the Census.

Ducktown is one of the rare neighborhoods in Atlantic City that still retains much of its core building and housing stock from the early 20th century. Based on property tax records, most of the housing stock in the neighborhood predates 1910. The neighborhood has seen relatively little new development in the years since the recession though some rebuilding and home elevations have occurred since Superstorm Sandy.

The proliferation of aged housing provides a variety of housing unit typologies available for residents at various income levels. However, the older housing stock presents several issues for residents and property owners.

On a regional basis, single-family home prices in the Atlantic City metropolitan area declined by 36 percent between mid-2006 and early 2017. The decline in single-family home prices in Atlantic City was among the largest and most protracted in the nation. Home prices began to stabilize in early 2017. Since then, prices have increased by approximately 7 percent.

Table 10: Housing Typologies Ducktown 2018

Housing Type	Units	Percent
Mixed-Use	248	20.8
Single-Family Detached	83	6.9
Semi-Detached	113	9.5
Row/townhomes	217	18.2
Multi-family	529	44.5
Total	1,190	
Source: NJ MOD-IV, Whitepages.com, dashboard survey		
NOTE: Individual rooms in rooming houses are counted as separate units.		

Table 11: Decade Residential Structure Constructed Ducktown (Estimated)

Decade	Number of Structures	Percent
Pre-1900	148	21.6
1900-1909	366	53.4
1910-1919	54	7.9
1920-1929	74	10.9
1930-1939	16	2.3
1940-1949	0	0
1950-1959	3	0.4
1960-1969	0	0
1970-1979	0	0
1980-1989	0	0
1990-1999	0	0
2000-2009	21	3.1
2010-Present	4	0.4
	686	
Source: NJ MOD-IV Tax Data. Data may represent estimations.		

Single-family homebuilding in Atlantic City region declined significantly beginning in 2006 in tandem with the national housing market downturn. Activity remained largely dormant until mid-2015. Homebuilding began to recover thereafter before slowing markedly again in late 2016 and early 2017. Since early 2017, permit activity has slowly gathered pace. In October 2018, the six-month moving average of single-family permits climbed to 104, consistent with construction levels that have not occurred since early 2007.

8. Environmental and Resiliency Challenges

Ducktown faces several issues with regard to the environment and resiliency. Like many historic urban neighborhoods, Ducktown has seen more than a century of conflicting land uses and issues stemming from density and historic contamination. Approximately half of the neighborhood is built on filled wetlands, which presents several issues for groundwater and fill contamination. The

neighborhood has 22 pending or active known contaminated sites, with issues ranging from underground storage tanks to groundwater pollution. One of the most significant contamination issues was that of South Jersey Gas' coal and gas manufacturing plant, located near the intersection of Sunset Avenue and Turnpike Road. The 5.3-acre site is currently undergoing remediation.

Flooding is a major issue facing the neighborhood and a part of everyday life for residents. The Sunset Avenue Federal Interest Determination (FID) completed by the Army Corps of Engineers reports that roadway elevations are three to five feet NAVD88 in the Back-Bay area of Atlantic City. In the first four months of 2018, verified tide water levels at the Atlantic City water gauge exceeded three feet (NAVD88) 24 times. Verified tide water levels exceeded three feet 74 times in 2017 and 72 times in 2016. This figure does not account for street flooding occurring due to the combination of stormwater and tidal influences, however it indicates that much of the Study Area can be easily inundated with tidal flooding.

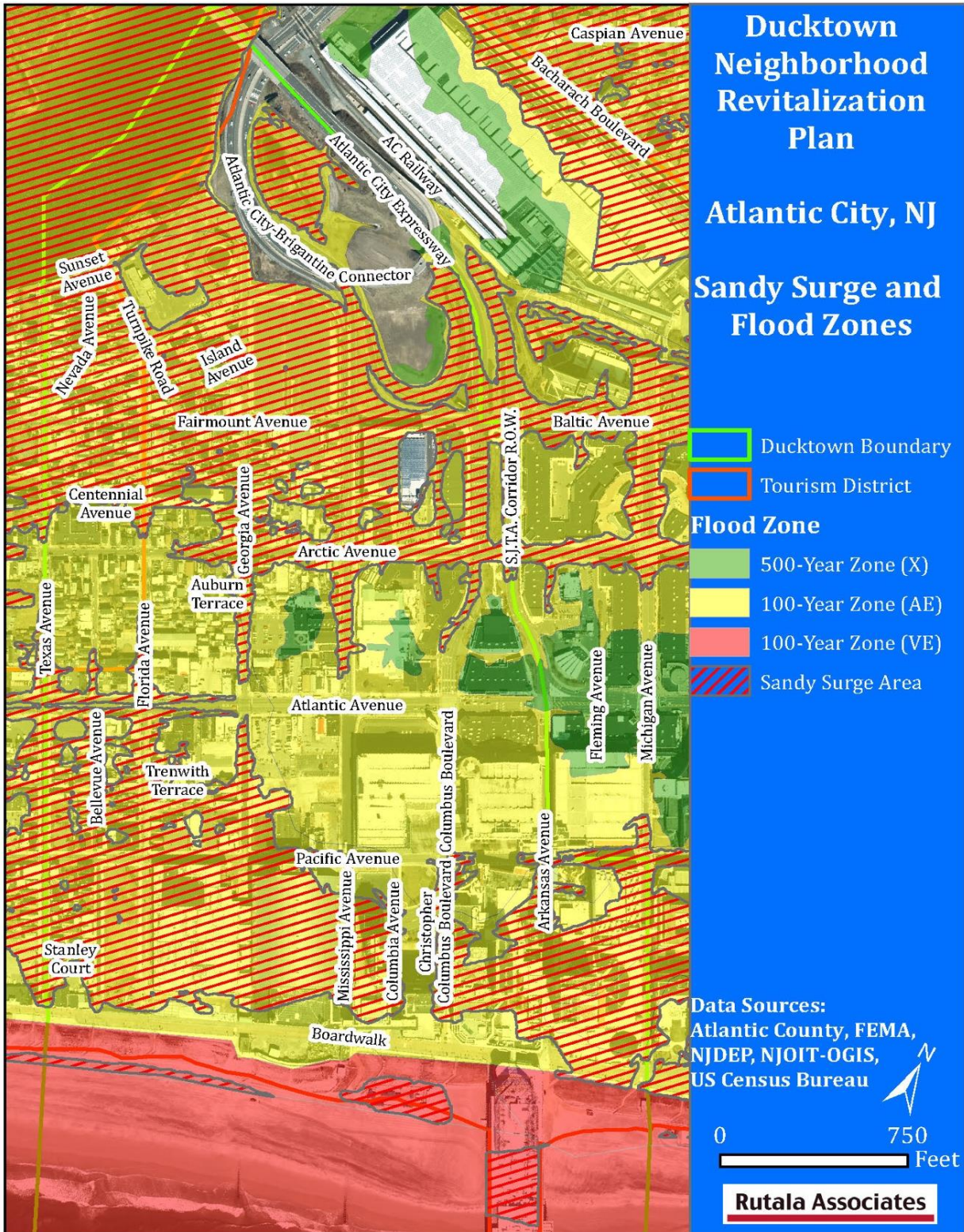
Ducktown is home to 14 repetitive loss properties, which are insurable buildings for which two or more flood insurance claims of \$1,000 or greater were paid by the National Flood Insurance Program within a rolling ten-year period. It is anticipated that future floods and more intensive flooding conditions will lead to an increase in flood losses, particularly for buildings built prior to the adoption of floodplain management standards (which is the vast majority of Ducktown's housing stock). Many of these repetitive loss properties are found in the section of the neighborhood between Fairmount Avenue and the bay. Along with repetitive losses in Chelsea, the neighborhood just downbeach of Ducktown, (properties located in the blocks between Fairmount Avenue) include 42 properties and account for 14 percent of Atlantic City's repetitive losses.

The neighborhood's flooding conditions have led to a number of property owners pursuing funding to elevate homes in the Study Area. Elevating homes in the neighborhood has been difficult due to the number of masonry rowhomes and semi-detached homes located on small parcels along narrow vehicle rights-of-way. For semi-detached houses, a property owner in one unit may have the financial capacity to fund an elevation while the owner of the unit sharing its wall does not. This has led to stalled elevation projects, leaving owners with houses that cannot be practically elevated and residents in houses that remain vulnerable to flooding.

The City is aggressively addressing infrastructure needs of this area in the post-Sandy era. At the City's request, the US Army Corps of Engineers completed a Federal Interest Determination for alleviating back bay flooding in Atlantic City in 2014 and proposes a 1,900-foot long bulkhead constructed to an elevation of eight feet NAVD 88 between the Expressway and Albany Avenue. This is anticipated to provide protection up to the 50-year storm event. A full feasibility study for the bulkhead plan is fully funded by the City and anticipated to begin in 2018.

The City has reconstructed the flood gates on either end of the Baltic Avenue Canal, which is a storm water system that drains 850 acres of the City including a small section of Ducktown. The canal has two outlets with associated tide gates; one located on Atlantis Avenue, and one located at an open canal at Fisherman's Park. Timber flood gates were built in 1912 to help control storm water collected on Atlantic, Arctic and Baltic Avenues and surrounding streets. Initially, during high tide events the gates close, in order to prevent the tide from entering the system and flooding the streets of Atlantic City. The flood gates were destroyed in the 1960's. The Baltic Avenue Canal is 9,700 feet long, over ten feet wide, and eight feet tall. It can store over 1.1 million cubic feet of storm water when the flood gates are operational, serving an 800-acre drainage area that extends from Ducktown to the Inlet.

Map 5: Sandy Surge and Flood Zones



Now that the flood gates have been replaced, six large storm water pumps will be installed on Atlantis Avenue. These pumps are designed to evacuate storm waters from the Baltic Avenue Canal but there may be capacity to also pump storm waters from low sections of Ducktown. This opportunity should be explored with the City.

Table 12: Sea Level Rise Projections in New Jersey

	Central Estimate	'Likely' Range	1-in-20 Chance	1-in-200 Chance	1-in-1000 Chance
Year	<i>50% probability SLR meets or exceeds...</i>	<i>67% probability SLR is between...</i>	<i>5% probability SLR meets or exceeds...</i>	<i>0.5% probability SLR meets or exceeds...</i>	<i>0.1% probability SLR meets or exceeds...</i>
2030	0.8 ft	0.6 – 1.0 ft	1.1 ft	1.3 ft	1.5 ft
2050	1.4 ft	1.0 – 1.8 ft	2.0 ft	2.4 ft	2.8 ft
2100 Low emissions	2.3 ft	1.7 – 3.1 ft	3.8 ft	5.9 ft	8.3 ft
2100 High emissions	3.4 ft	2.4 – 4.5 ft	5.3 ft	7.2 ft	10 ft

Estimates are based on (Kopp et al., 2014). Columns correspond to different projection probabilities. For example, the 'Likely Range' column corresponds to the range between the 17th and 83rd percentile; consistent with the terms used by the Intergovernmental Panel on Climate Change (Mastrandrea et al., 2010). All values are with respect to a 1991-2009 baseline. Note that these results represent a single way of estimating the probability of different levels of SLR; alternative methods may yield higher or lower estimates of the probability of high-end outcomes.

Source: NJ Department of Environmental Protection

Sea level rise poses a serious risk to Ducktown as water level elevations increase. Storms, full moon high tides, and other conditions will cause more flooding than they would have in the past when water levels were lower. Table 12 indicates it is likely that the sea level will rise between 0.6 and 1 foot by 2030 and between 1 and 1.8 feet by 2050.

9. Utilities

Utilities servicing the neighborhood include overhead electric lines maintained by Atlantic City Electric, potable water service provided by the Atlantic City Municipal Utilities Authority, sewer service provided by the Atlantic City Sewerage Company, and gas service provided by South Jersey Gas. The Atlantic City Sewerage Company owns and operates a pumping station at Texas Avenue and the bay, which pumps sewage to the Atlantic County Utilities Authority facility near Venice Park. South Jersey Gas is currently remediating a former gas plant site in the Study Area which is anticipated to be ready for future uses in the coming years. This site is one of the largest undeveloped properties in the Study Area.

10. Parks

There are no public parks in the Ducktown Neighborhood. Outside of the neighborhood boundaries, there is a basketball court, playground, and small field available at the Texas Avenue Playground located at the intersection of North Texas Avenue and Fairmount Avenue in Chelsea.

The National Recreation and Park Association (NRPA), has developed recommends guidelines and standards for parks, recreational areas and open spaces. The NRPA recommends guidelines for park, recreation and greenways classification. The guidelines, which are expressions of the amount of land a community determines should constitute the minimum acreage, and development criteria for different classifications of parks.

Map 6: Ducktown Park Existing Property Ownership



Neighborhood parks are considered the basic unit of a community's park system and serve as a recreational and social focus of the neighborhood. They are developed for both active and passive recreational activities catering to the needs of people living within a service area of a one-quarter to one-half mile radius. A minimum of five acres and ideally seven to ten acres is considered as the optimum size for a neighborhood park according to the NFPA.

The existing park system of Atlantic City is mainly comprised of mini-parks. Most parks are less than five acres in size which provide limited service to the community.

There are more 13,000 residents in the Ducktown-Chelsea neighborhood (spanning the area roughly between Route 40 and The Walk). However, excepting the beach there are only two parks with developed recreation facilities. This puts significant strain on programming at the existing parks, where civic groups find that there is not enough room to support activities.

In preparing this plan a potential site for a neighborhood park to serve the Ducktown Neighborhood has been researched. The South Jersey Gas site (Block 377; Lots 1, 5 & 6) and the Duell Fuel site (Block 387, Lot 2) are located between Turnpike Road and Georgia Avenue.

Park amenities and design will be based largely by grants, capital budgeting and resident needs. The City should examine acquiring the approximately five-acre site which includes the South Jersey Gas and Duell Fuel tracts. This proposal will be detailed in the Recommendations Section on the Revitalize Ducktown Strategy.

11. Community Facilities

Ducktown has several prominent community facilities that are used by neighborhood residents, tourists, and residents of adjacent neighborhoods alike. The Boardwalk and beach run through the neighborhood, providing approximately one half-mile of continuous walkway and beach connecting uptown and Downbeach to Chelsea and Ventnor. Between Texas Avenue and Bellevue Avenue, the Boardwalk narrows from approximately 55 feet to 35 feet. Along the Beach Thorofare, a small, approximately 200-foot section of the Sunset Avenue Promenade is found along the bayfront between Texas Avenue and Turnpike Road. The Promenade has a low chain-link fence that prevents water-dependent uses such as fishing or swimming.

Several prominent Atlantic City cultural amenities are also found in the neighborhood. They include:

- Jim Whelan Boardwalk Hall is owned by the CRDA and Atlantic County Improvement Authority. Boardwalk Hall is a multi-purpose arena with a capacity of 18,000 attendees between the main arena and theater. The building, which opened in 1929, hosts trade shows, concerts, sports teams, and other events at the beachfront location. The exterior of the building features a nighttime light show.
- Dante Hall, located inside the former St. Michael's parochial school on Mississippi Avenue, is a 250-seat performing arts center operated by Stockton University. The theater hosts various art and music productions.
- The Arts Garage, operated by the Noyes Museum of Stockton University, is an art gallery and studio space located on the ground floor of a CRDA-owned parking garage.

In addition to cultural institutions, Ducktown has important religious buildings. The neighborhood was home to St. Michael's, a former Catholic Church and school which is now the home of Dante Hall. The Masjid Al-Hera mosque is also located in the neighborhood near the intersection of Atlantic Avenue and South Florida Avenue, serving nearby Muslim residents. The Our Lady Star of the Sea Church in Chelsea is a Catholic church located on the opposite side of Texas Avenue in Chelsea and is the closest operating Ducktown church for Catholic residents. Sree Sree Gita Sangha a Hindi temple is located in Ducktown on North Florida Avenue, near the intersection of Arctic Avenue.

The neighborhood is home to a portion of the Atlantic City Boardwalk Historic District, which is identified as a historic district eligible for listing on the State Register of Historic Places. Two buildings are listed on the National Register of Historic Places: Boardwalk Hall and the Shelburne Hotel. Boardwalk Hall is a National Historic Landmark and is the historic home of the Miss America Pageant as well as the largest musical instrument in the world (a pipe organ). The Shelburne Hotel is listed on the National Register of Historic Places but was demolished following a failed renovation.



In addition to these two structures, Ducktown is or was home to 217 structures identified as eligible for listing on the State Register of Historic Places. This includes much of the neighborhood's housing stock along with various neighborhood landmarks such as St. Michael's and the Soltz Paint Warehouse.

12. Circulation and Transportation

Ducktown is a neighborhood well served by transportation options and walkability owing to its layout and location. Ducktown's circulation bones are a traditional urban grid, with Fairmount Avenue, Arctic Avenue, Atlantic Avenue, Pacific Avenue, and the Boardwalk running parallel from the southwest to the northeast. Side streets run perpendicular in a southeast-northwest direction from a portion of Michigan Avenue west to Texas Avenue. Owing to the changing fabric of the neighborhood, Ducktown does not have a perfect grid system, and many smaller streets and alleys cut through the larger blocks and disrupt the grid.

Beachfront blocks can range up to 600 feet long, whereas those between Arctic and Pacific Avenues are 575 feet long, and those between Fairmount and Arctic are 500 feet long. Alleyways, interior sidewalks, and easements allow residents and some vehicles to move between lots to access buildings located at the interior of these blocks. Italy Terrace, Siracusa Terrace, and Blake Street are three such passageways serving the block located across the Mississippi Avenue from the Arts

Garage. Other smaller streets include Nevada Avenue (which runs for only 400 feet near the bayfront), Auburn Terrace, Long Terrace, and Aliantro Place.

The larger thoroughfares in the neighborhood are Atlantic and Pacific Avenues (each with four lanes), the Mississippi Avenue on-ramp, and Arkansas Avenue/Christopher Columbus Boulevard (which have nine lanes total). The latter two roads are access ways to the Atlantic City Expressway and Atlantic City-Brigantine Connector, which see considerable motor vehicle traffic. Atlantic and Pacific Avenues are the main thoroughfares for those driving along the City's shoreline. Arctic Avenue and Fairmount Avenue are each two-lane, one-way streets with Arctic Avenue heading uptown and Fairmount Avenue heading Downbeach. Nearly all of the neighborhood's side streets are one-way streets, with each block alternating in direction.

According to the 2010 census, approximately 2,000 Ducktown residents (or 70 percent of its population) live within a half-mile of the Atlantic City Train Station.

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

Much of Ducktown meets the criteria for a Transit Village, which is considered by the New Jersey Department of Transportation to be an area within a half-mile radius of a train station. The Atlantic City Rail Terminal provides train service from the Atlantic City Line to Egg Harbor, Hammonton, Absecon, points west to 30th Street Station in Atlantic City. The line also has connections to the PATCO and River Lines, which can take passengers to Camden, Center City Philadelphia, and along the Delaware River to Trenton.

It is strongly recommended that the City pursue a Transit Village designation, which will assist in bringing funding for transit-related improvements to the City's transit village (including Ducktown).

Transit Village planning would also encourage higher density development such as multi-story mixed use structures on sites near the rail terminal. A prime site for this type of development is the City block bounded by Fairmount Avenue, N Georgia Avenue, Mediterranean Avenue and N Mississippi Avenue. High density development in this area would be attractive to rail users and provide increased shopping, dining and energy in the neighborhood.

13. Parcel Survey

To gain useful insight into the Downtown Neighborhood, a parcel survey was conducted throughout the study area.

13.1 Survey Planning and Methodology

The survey was principally conducted on July 13, 2018 to assess structural conditions and the built environment of Ducktown. The survey team sought information about individual building conditions, primarily where residents live. Follow-up surveys to complete missing survey information were conducted on the following week and July 30, 2018.

Map 7: Census Areas



The following volunteers participated in the survey:

- Jim Rutala, Rutala Associates
- Richard Perniciaro, Rutala Associates
- Brian Kempf, Rutala Associates
- Cheryl Spaulding, O.C.E.A.N. Inc.
- Mike Cagno, Arts Garage
- Stephanie Clineman, Dante Hall
- Rich Negro, St, Michael's Church

Team members met at 9 am at the Arts Garage to discuss the survey method, what type of information was to be collected, and to distribute materials needed to complete the survey. Surveyors were divided into a group of three and two groups of two. Each team received:

- Clipboards
- Pens/highlighters
- An overall map of the Ducktown neighborhood for orientation purposes
- A map of the Ducktown neighborhood divided by survey zone, showing building outlines and streets
- A blank spreadsheet with building numbers and addresses
- Survey guidelines to explain scoring and building methodology
- Fliers for neighborhood meetings



Volunteers were instructed to deliver fliers for the July 16, 2018 press conference as well as the 25 July neighborhood meeting. Survey volunteers distributed posters for the July 25, 2018 event to business owners so that they could be posted in business storefronts and alert neighborhood residents of community events and outreach efforts.

The survey was broken down into seven different zones. Each mapped building is in a mapped zone, with survey teams responsible for completing

surveys within at least one zone. These zones were mapped by block area characteristics; zones that covered a larger geographic area included less buildings, and those that covered a smaller geographic area included more buildings to ensure a more even workload. The geographic boundaries of the survey were limited to Ducktown (Census Tract 23) and included the following boundaries:

Zone 1: Pacific Avenue to the Boardwalk

Zone 2: Texas Avenue to Georgia Avenue between Atlantic and Pacific Avenues

Zone 3: Fairmount Avenue to Pacific Avenue between Arkansas Avenue and Mississippi Avenue, including the block located between Mississippi Avenue and Georgia Avenue between Atlantic and Pacific Avenue.

Zone 4: Fairmount Avenue to the Bay between Georgia Avenue and Texas Avenue

Zone 5: Florida Avenue to Texas Avenue between Fairmount and Atlantic Avenues
Zone 6: Georgia Avenue to Florida Avenue between Fairmount and Atlantic Avenues
Zone 7: Mississippi Avenue and Georgia Avenue between Fairmount and Atlantic Avenues

Maps were created by using aerial photography (2015) to draw building polygons, and then using those polygons on map layers. Buildings were assigned a number and were spatially joined to a corresponding parcel address. 762 building polygons were identified through GIS; 753 were listed for the survey.

The following issues with regarding to survey administration were encountered:

- Several properties had multiple buildings on a single lot. In many cases, only the street side building was surveyed because access to the rear building(s) was blocked or locked by fencing and would entail trespassing to ascertain building characteristics. These buildings have been noted.
- The spatial join performed in ArcMap for building numbers/addresses resulted in some incorrect or unmatched building polygons. In the field, surveyors left these buildings blank, though in some cases corresponding addresses were added.
- Some survey fields were missing or incomplete owing to time pressures; for example, buildings sharing the same characteristics had attributes added for a single building, with subsequent buildings left blank. This indicated that, until noted, that structures shared attributes. During data input, these observations were confirmed using recent photography.
- Some attributes were incorrectly recorded and were corrected in QA/QC. A typical error included assigning residential uses to commercial buildings, when the building should have been characterized as a “mixed use” building.

Surveyors were given survey guidelines that explained how rankings and attributes were to be assigned for each building. The survey guidelines are attached as an appendix here.

13.2 Survey Results

The team’s efforts resulted in the assessment of 704 structures surveyed, representing approximately 94 percent of the total buildings identified for survey. Many structures identified were residential or contained residential units. Approximately 11 percent of buildings were commercial or institutional alone with no visible residential component.

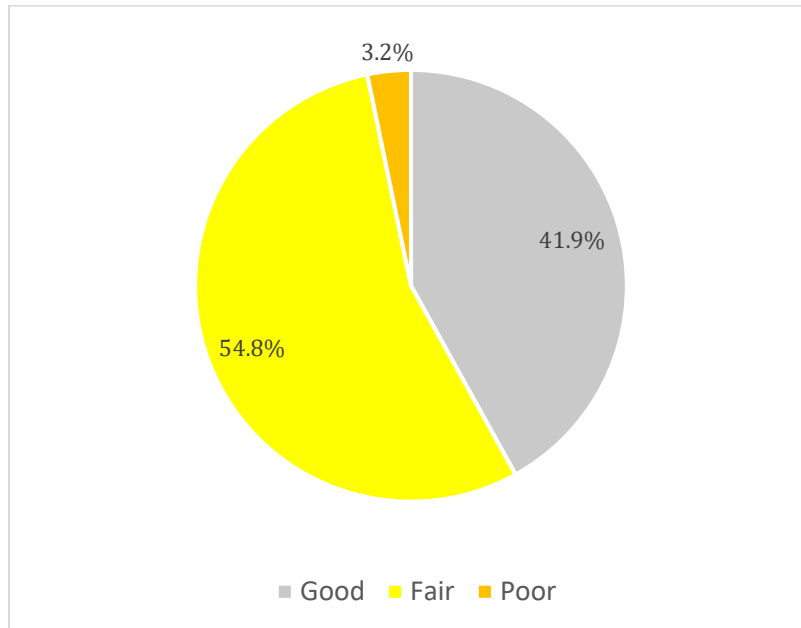
The Survey Team identified 1,241 housing units through their survey, with 956 in standalone residential buildings and 284 in commercial/residential mixed-use buildings. This estimate is higher than that of previous estimates. The Project Team had estimated 1,188 units based on tax assessments, real estate listings, and reverse address searches. The US Census American Community Survey estimated that there were 994 housing units in the neighborhood. This indicates that the density and population of Ducktown may not be accurately reflected through existing public records. The survey count is likely to be an underestimation owing to the buildings that were inaccessible during the survey, and because of the inability to access the interior of buildings (such as rooming houses).

Table 13: Breakdown of Use Type Surveyed

Use	Number	Percent
Residential	547	77.8
Commercial	69	9.8
Mixed Use	78	11.1
Institutional	9	1.3
Total	703	100

Property conditions were assessed on a scale from 1 to 3, which specific criteria established for each rating (see attached survey guidelines). For properties for whom condition as assessed, 42 percent were rated 1 (“good”) with no visible property damage and signs of upkeep. 55 percent were rated 2 (“fair”) with signs of minor deterioration present. A small proportion of properties (22, or three percent) were rated poorly. 14 buildings were identified as having boarded or partially boarded windows, including three commercial buildings, one mixed use building, and 10 residential buildings. The highest proportion of poor-rated buildings were at residential properties. Commercial and mixed-use properties tended to have a higher proportion of properties in “good” condition compared to residential properties.

Figure 3: Ducktown Building Structure Conditions



Additional Notes

Survey team members encountered a property inhabited by two renters claiming that their property is an Airbnb property. A search for available Airbnb properties as of July 31, 2018 indicated the presence of at least 18 properties in the neighborhood that were available to rent. This may have implications for the neighborhood planning process, and it should be examined what impact the presence of Airbnb’s and other short term, vacation-oriented rentals may have on the neighborhood’s fabric (if any).

Map 8: Parcel Survey Structure Condition



Only 24 properties had property-specific signs. More than half of these signs were related to advertising renting vacancies (six) or sale (eight). The remaining signs were related to construction notices, the presence of a dog, towing, or private property signs. Eight instances of visible nuisances were found in the property survey, comprised both of overgrown vegetation and of open materials storage and the presence of trash and debris.

Sidewalks for 678 properties were surveyed and evaluated based on the criteria in the survey guidelines as described. Just under half, or 44 percent of properties had sidewalks in an undamaged condition. A small percentage (1.6 percent) of properties were in poor shape, with no sidewalks or severely damaged sidewalks present. Sidewalks on most properties were in fair shape, with profound (but passable) cracks caused by weathering, incursion of roots, or other causes. Though in generally good shape, sidewalks along Bellevue Avenue were significantly smaller (approximately five feet in width) than those along other streets in the neighborhood. Sidewalks and alleyways that do not support motorized vehicles were also in generally good or fair shape, though some deterioration is visible in areas where brick pavers were used, and potholes are present.

Survey team members noted the presence of nuisances such as trash cans in the street and scattered around properties, the preponderance of gum in sidewalks, and graffiti on utility poles and structural elements.

14. Resident Survey

Throughout the Fall of 2018, teams of surveyors interviewed residents drawn at random about neighborhood conditions. With more than 1,100 housing units identified in the neighborhood, this task entailed detailed interviews for a representative sample of the neighborhood. This representative sample was initially identified as 290 units.



To prepare the neighborhood for the survey, a public meeting was held to inform the residents of importance of the survey. Announcements were made at the local churches and flyers were distributed asking for support and survey takers.

The survey team consisted of 17 individuals with ties to the neighborhood, including residents, business owners, steering committee members, and project staff. The initial list of 290 addresses were divided into approximately 30 groups, with team members assigned to a given

group.

The residential survey faced several challenges. The most significant was the non-response of residents to initiating the survey and answering knocks at doors. Despite considerable efforts by the survey team, less than half of the required responses were obtained through the door-to-door survey

method. All non-respondent households were then mailed a complete survey packet in English and Spanish along with a stamped envelope to return the surveys at no cost to the respondent. This method yielded 20 responses. Altogether, the total number of surveys collected in Ducktown totaled 132.

The following statistics were gleaned from the initial survey reporting:

Respondent Profiles

- The majority (52 percent) of respondents have lived in neighborhood for fewer than five years.
- The proportion of male and female respondents was very similar to that of the neighborhood's demographics (59 percent/41 percent)
- The residential survey respondents were over-representative of residents between ages of 45-54, and 65 and older.
- The residential survey respondents were under-representative of residents between the ages of 18-24.
- Approximately 46 percent of respondents identified as Hispanic, which is slightly higher than the percent of Hispanic residents in the neighborhood as reported by the American Community Survey. Approximately 42 percent of respondents identified as Asian, which is a similar proportion to the neighborhood's demographic profile. Only two percent of respondents identified as Black, which is proportionately less than the percent of Black residents in the neighborhood.

Positive Neighborhood Indicators

- 78 percent of respondents believe community will improve in the next three years.
- 82 percent of residents would continue living in Ducktown if they had the choice.
- 86 percent of residents would recommend the neighborhood as a place to live.
- 81 percent of respondents believe that residents would fix something that is wrong in the neighborhood.
- 91 percent of respondents reported satisfaction living in neighborhood.
- The top reasons for living in Ducktown include: 1) proximity to work; 2) proximity to family/friends; and 3) proximity to shopping.
- The majority of respondents have participated in community activities within the past year.
- Nearly three-quarters of respondents rated neighbor friendliness as "good" or "very good".
- 88 percent feel safe walking around during the day, 60 percent feel safe walking around at night.

Opportunities for Improvement

- Only 29 percent of respondents would consider buying a home in Ducktown.
- Physical conditions of houses, personal finances, and state of economy are the main reasons renting respondents have not yet bought homes in the community.
- Personal finances are the #1 reason respondents would not buy a home in the community.
- Cleanliness, physical conditions of houses, streets, sidewalks, affordability, and access to employment centers received low marks.

Economic Conditions & Development Assessment

Atlantic City and the greater Atlantic City area have experienced a unique and profoundly damaging double-dip economic recession in the 2010s. The region's major industry, casino gaming, collapsed due to a number of factors, chief among them the legalization of casino gaming in neighboring states such as Pennsylvania, Delaware, and New York. This predominantly contributed to the closing of five casino hotels -- Atlantic Club, Trump Plaza, Revel, Showboat, and Trump Taj Mahal -- in just a few years. Revenue from gaming declined to \$2.6 billion in 2017 from its peak of \$5.2 billion in 2006.

More than 20,000 jobs were lost directly or indirectly owing to the casino closings, representing a significant portion of the Atlantic City-Hammonton non-farm employment base, which totaled approximately 155,000 workers at its peak in 2006.

The massive amount of job loss had spillover effects for residents, workers, and governments throughout South Jersey. Among the largest impacts was



that of communities' ratable base. Because property taxes are levied based on property values in the community, tax appeals and payment-in-lieu arrangements (worth up to \$20 billion in Atlantic City alone) wiped-out approximately 86 percent of the City's ratable base, resulting in a municipal debt fiscal crisis. Owners facing property value decreases subsequently appealed their property valuations, causing local governments to pay hundreds of millions of dollars in appeals while simultaneously attempting to provide municipal services.

The foreclosure crisis, which affected homeowners (and to an extent, renters) across the country has been felt significantly in Atlantic City, which has had one of the highest foreclosure rates of anywhere in the United States. As of December 2017, Atlantic City saw more than 476 properties at some stage in foreclosure, equating to roughly one in every 345 homes. As of December 2018, Atlantic City's foreclosure rate of 0.29 percent is 0.1 percent higher than that of Atlantic County, triple that of New Jersey, and more than seven times that of the national average. New Jersey continues to see more than twice the amount of foreclosures as the national average, but the national foreclosure crisis and regional recession made the foreclosure crisis in Atlantic City truly remarkable.

One of the larger changes that has occurred in the Ducktown neighborhood is the population decline between Atlantic Avenue and the Boardwalk. Though the majority of Ducktown's residents live between Atlantic Avenue and the bay, 1,021 residents lived in the area below Atlantic Avenue as of



2011. In the past five years, the population in this area has dropped to 504, a 50 percent decrease. By comparison, the neighborhood above Atlantic Avenue contained 2,053 residents in 2016, which is approximately 5.6 percent higher than its 2011 population of 1,944 residents.

The reasons for this decline in the southern section are not immediately discernible. The American Community Survey indicates that the total number of housing units in this section fell by 40 percent to 301 units during this time. Major land use changes in the

neighborhood include the closing of the Trump Plaza casino hotel, the opening of Bass Pro Shops (which entailed development on a mostly vacant lot that included commercial structures at the corner of Atlantic and Mississippi Avenues), and continued acquisition and demolition of structures by CRDA on Block 163 (bounded by Mississippi, South Georgia, Atlantic, and Pacific Avenues). The demolition of structures on Block 163 likely accounts for a significant portion of the lost housing units.

1. Real Estate Market and Trends

Ducktown's real estate market is distinctive for the large number of non-arms-length transactions, proliferation of older housing stock, and high number of foreclosures. Housing tenure in the neighborhood is predominantly renter-occupied, with many homes and home sales owned by investors from across the tri-state area.

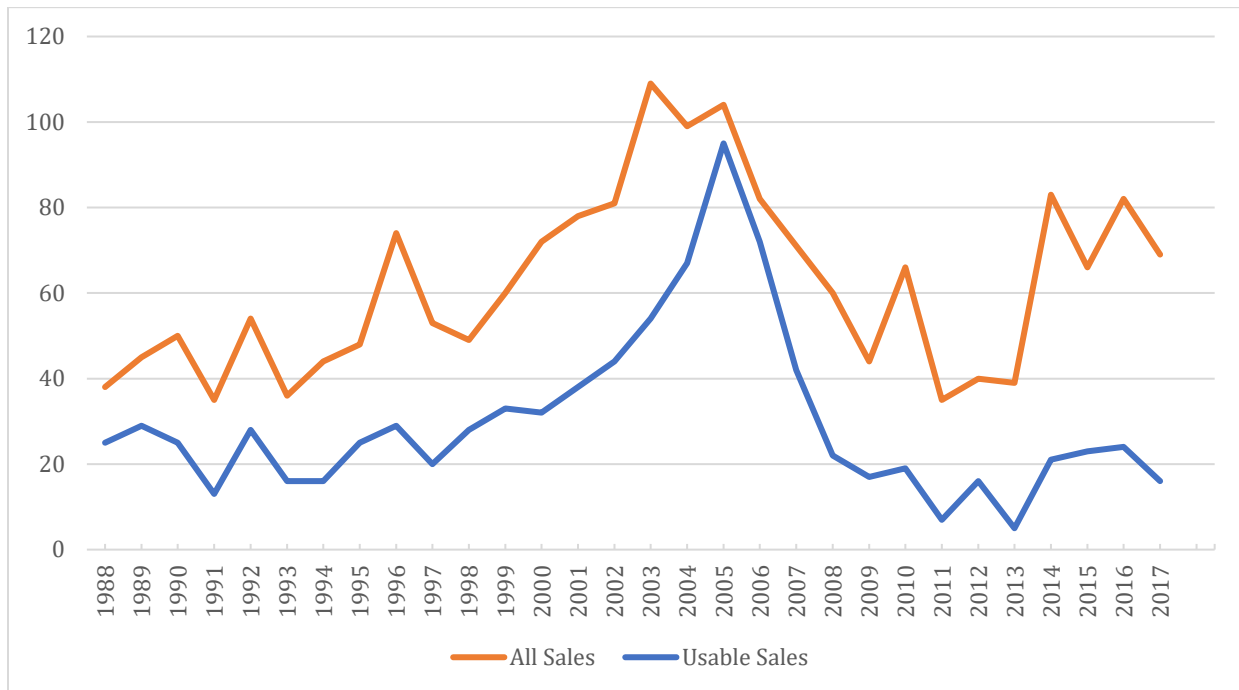
While properties continue to change hands in the past few years, more than they have in prior years, many of these sales are not arms-length transactions, with many property exchanges occurring between families, at sheriff's sales, or to and from local governments. Of the 2,300 real estate transactions within the neighborhood's boundaries between 1988 and June 2018, nearly two-thirds (65 percent) have been non-arm's-length transactions. By comparison, of the 36,268 real estate transactions in Atlantic City between 1987 and June 2018, approximately 63 percent were non-arm's length transactions. In Ducktown, 15 percent of non-arm's length transactions occurred between family members, 13 percent occurred with a sales price of less than \$100, 12 percent of sales were by guardians (e.g. by executrix), nine percent involved local governments, and 12 percent of sales were sheriff's sales.

Table 14: Ducktown Real Estimate Quick Facts

Assessed Value (Land)	\$332,900,350
Assessed Value (Buildings)	\$615,073,050
Total Assessed Value	\$947,973,400
Land Value/Acre	\$1,809,241
Median Residential Building Size	1,254 sq. ft.
Owner Occupancy Rate	33 percent

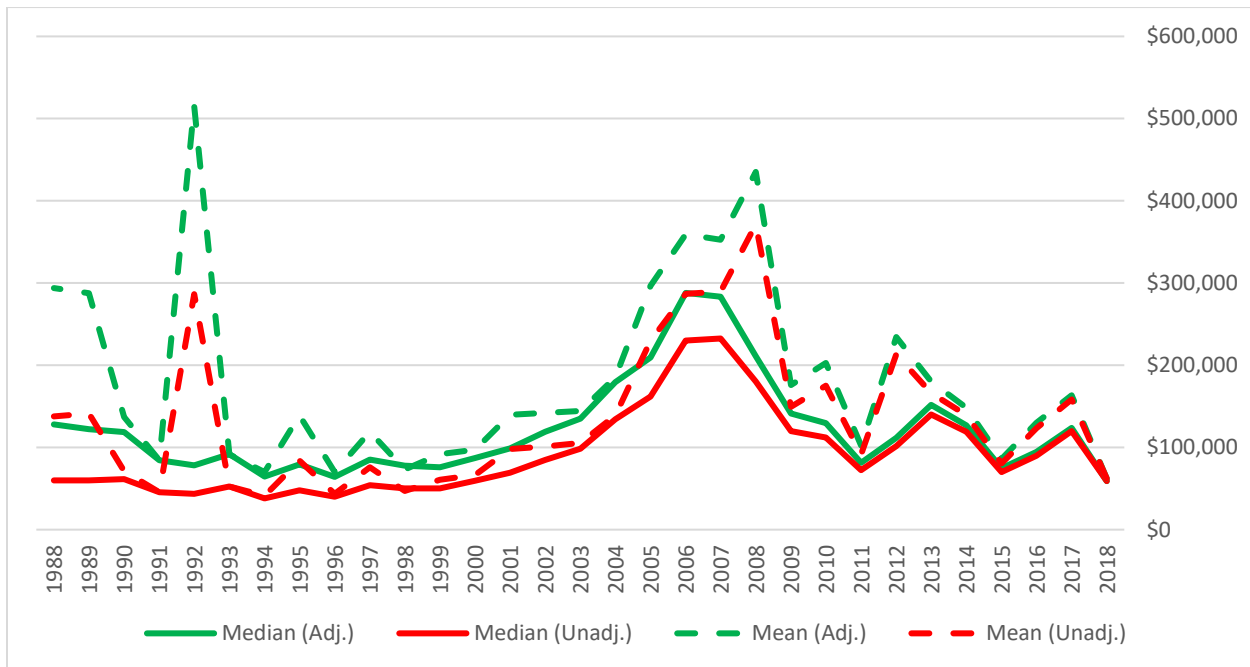
Figure 4 below shows the number of property sales per year and the comparison between usable and non-usable (non-arm’s- length) sales. Though property transfers decreased markedly leading up to the Great Recession, a spike in transactions (particularly non-arm’s length) occurred between 2013 and 2014, possibly owing to job losses attributed to the five casino closures and massive job losses that occurred in 2014.

Figure 4: Ducktown Property Sales by Year (1988-2017)



As the graph below shows, median and average sales prices, both adjusted and un-adjusted for inflation, are currently at one of the lowest points in 20 years, after declining from peaks in the mid-2000s. (The sale of the former Playboy Casino Hotel property in 1993 was an outlier and removed from computation.)

Figure 5: Median and Average Sales Ducktown Price



For all usable sales between 1988 and April 2018, only 16.7 percent of new owners reported a mailing address that was the same as the subject property. In other words, less than one in five homes sold at arms-lengths transactions over the past 20 years became owner-occupied. For all property sales, the rate is even less: only 15 percent of purchased properties became owner-occupied.

For the 112 properties in Ducktown that changed hands between 2017 and 2018, only 12 became owner-occupied. The vast majority – 71 percent – of properties sold in this time were family-owned/related and/or investment properties. Properties owned by real estate organizations (i.e. those in the foreclosure process) represent 11.6 percent of properties sold during this time. Just over half of properties sold between January 2017 and April 2018 were sold to owners with property tax mailing addresses in Atlantic City or neighboring communities; approximately 40 percent of properties are owned by those in Atlantic City.

2. Employment Trends

The double-dip recession that occurred in the Atlantic County region caused intense economic damage to Atlantic City. According to the New Jersey Department of Labor, the number of occupational establishments decreased by 61 (six percent) and the number of jobs decreased by 14,281 jobs (or 28 percent).

The largest employment increases were:

- Wholesale trade (351 jobs gained, 168 percent)
- Professional/technical (240 jobs gained, 33 percent)
- Administration/waste remediation (470 jobs gained, 45 percent)

Map 9: Distressed Properties



Figure 6: Ducktown Employment Quick Facts

Workers in Ducktown	4,199
Workers Living in Ducktown	1,081
Sales Volume of Ducktown Businesses	\$670.6 million
Number of Businesses in Ducktown	169
Percent of Neighborhood Employment Attributed to Caesars, Bass Pro Shops, the Playground Pier, and the Tanger Outlets	77 percent
Percent of Neighborhood Sales Volume Attributed to Caesars, Bass Pro Shops, the Playground Pier, and the Tanger Outlets	82 percent

Table 15: Jobs and Wages Atlantic City

	Establishments		Jobs		Annual Wages	
	2009	2017	2009	2017	2009	2017
Federal Government	11	9	1,820	1,766	\$107,724	\$112,714
State Government	18	18	803	507	\$74,978	\$71,996
Local Government	18	17	3,675	2,920	\$70,790	\$68,647
Local Government Education	1	1	1,162	986	\$79,161	\$87,496
Government Totals	48	45	7,460	6,179		
Utilities	7	5	82	88	\$75,070	\$70,245
Construction	43	36	484	361	\$79,754	\$81,307
Manufacturing
Wholesale Trade	20	17	209	560	\$43,723	\$42,391
Retail Trade	266	226	2,669	2,784	\$26,248	\$23,256
Transport/Warehousing	17	16	413	366	\$36,608	\$40,932
Information	4	.	17		\$83,708	
Finance/Insurance	31	26	281	185	\$54,310	\$55,497
Real Estate	56	41	269	170	\$48,938	\$33,683
Professional/Technical	83	77	734	974	\$103,742	\$109,421
Management	.	4	.	42		\$35,288
Admin/Waste Remediation	38	42	1,045	1,515	\$37,848	\$29,592
Education
Health/Social
Arts/Entertainment	22	28	288	276	\$21,792	\$30,690
Accommodations/Food	214	203	39,801	25,180	\$38,079	\$35,049
Other Services	113	97	1,158	857	\$29,590	\$29,656
Private Sector Total	1,006	945	50,971	36,690	\$40,250	\$38,470

Source: NJ Department of Labor; Note: Wages adjusted to Dec. 2017 dollars

The largest employment declines were:

- Government totals (1,281 jobs lost, 17 percent)
- Construction (123 jobs lost, 25 percent)
- Transportation/warehousing (47 jobs lost, 11.3 percent)
- Accommodations/food (14,621 jobs lost, 37 percent)
- Other services (301 jobs lost, 26 percent)

Accommodations and food services (which includes casino jobs) accounted for 88 percent of the job losses in Atlantic City between 2009 and 2016. In addition to the massive amount of job losses, many economic sectors saw annual wages per job fall relative to inflation. The sector seeing the largest wage decrease was the real estate sector, which fell from \$48,938 to \$33,683. Even as the number of positions in administration/business support services increased, wages fell by approximately \$8,000.

Contrary to the economic contraction in the greater Atlantic City metropolitan area, the number of employed residents in the Ducktown neighborhood rose by approximately 59 percent between 2009 and 2017. In Ducktown, the majority of working



residents are in the AERAFS (Arts, Entertainment, Recreation, Accommodation, Food Services) sector; the share and total number of working residents in this sector increased slightly by 224 workers or 0.3 percent. In contrast, residents working in the educational services, health care, and social assistance sector decreased in both number and proportion in the same time period. The number of residents working in the retail trade, warehousing/transportation/utilities, professional scientific/management/administrative/wave management, and other services also increased as well.

Job growth in the AERAFS sector did not appear to grow employment in the neighborhood because the proportion of those in that industry remained relatively the same, whereas proportionally larger growth was seen in the construction, wholesale, and retail trade fields.

Table 16: Occupation by Sector Ducktown Residents

Occupation Sector	2009	Percent	2017	Percent	% Change
Forestry, Fishing, Hunting, Agriculture Support, Mining	0	0	0	0	
Construction	34	5	59	5.5	+0.5
Manufacturing	54	8.0	28	2.6	-5.4
Wholesale Trade	10	1.5	38	3.5	+2
Retail Trade	44	6.5	81	7.5	+1
Transportation and warehousing, utilities	0	0	11	1	+100
Information	0	0	0	0	0
Finance and insurance, real estate, rental and leasing	0	0	0	0	0
Professional scientific, management, administrative, waste management	32	4.7	90	8.3	+3.6
Educational services, health care, and social assistance	122	18	78	7.2	+10.8
Arts, entertainment, recreation, accommodation, food services	373	54.9	597	55.2	+0.3
Other services (except Public Administration)	10	1.5	99	9.2	+7.7
Public administration	0	0	0	0	0
Total	679		1,081		

Ducktown residents' employment changes appear to run counter to patterns seen in the City more broadly. For example, the number of Atlantic City residents working in construction, professional services, and AERAFS dropped precipitously even as employment of Ducktown residents in those positions increased.

The number of Ducktown residents in the educational, social, and health services decreased significantly even though it had increased City-wide. Ducktown, like Atlantic City has a significant portion of residents working in the AERAFS industry (55 percent in Ducktown and 40 percent city-wide). The data indicates that jobs in Ducktown are more closely tied to the casino/tourism industry than they are city-wide.

Businesses in Ducktown employ approximately 4,199 workers in 169 businesses and institutions across 14 industries, with annual revenues generated by businesses in the community totaling approximately \$670 million. The single-largest business, which comprises the majority of the employee base and value generated, is Caesars. Caesars is the place of work for approximately 2,500 employees and has a sales volume of \$419,572,000 as of 2017, representing 62.6 percent of all workers in Ducktown and 67 percent of gross sales. Shops and restaurants within Caesars alone account for 195 employees and \$18.3 million in sales. The Caesars complex provides 2,695 jobs and \$437.9 million in revenue. This accounts for approximately 67 percent of all jobs in Ducktown and 63 percent of all gross sales in the neighborhood.

Table 17: Comparative Changes in Occupation, Ducktown Residents and Atlantic City

	Ducktown			Atlantic City		
	2009	2017	% Change	2009	2017	% Change
Agriculture, forestry, fishing and hunting, and mining	0	0		154	0	-100.0
Construction	34	59	73.5	564	537	-4.8
Manufacturing	54	28	-48.1	527	513	-2.7
Wholesale trade	10	38	280.0	217	223	2.8
Retail trade	44	81	84.1	1,534	1,674	9.1
Transportation and warehousing, and utilities	0	11	0	716	531	-25.8
Information	0	0	0	64	157	145.3
Finance and insurance, and real estate and rental and leasing	0	0	0	510	753	47.6
Professional, scientific, and management, and administrative and waste management services	32	90	181.3	1,099	947	-13.8
Educational services, and health care and social assistance	122	78	-36.1	2,302	2,426	5.4
Arts, entertainment, and recreation, and accommodation and food services	373	597	60.1	7,486	6,061	-19.0
Other services, except public administration	10	99	890.0	759	816	7.5
Public administration	0	0	0	647	607	-6.2
Total	679	1,081	59.2	16,579	15,245	-8.0

The Playground Pier is another large employment generator in the neighborhood, supporting 242 jobs and approximately \$43 million in sales until the closure of the Apple Store in 2018 (which had generated 42 jobs and approximately \$11.3 million in sales). The Tanger Outlets (“The Walk”) located in both Ducktown and Downtown generates approximately 105 jobs and \$17.6 million in sales. Many of the Tanger Outlet shops are located just outside of the Ducktown neighborhood.

In 2015, Bass Pro Shops, a large-format outdoor retailer, opened in Ducktown on Christopher Columbus Boulevard. The 85,000 square-foot facility is the place of work for approximately 206 employees and has estimated gross sales in excess of \$48 million annually.

The employment generated by the stand-alone facilities of Caesars, Bass Pro Shops, the Playground Pier, and the Tanger Outlets together comprise 3,248 employees and \$546.5 million in sales. This accounts for 77 percent of all jobs and 81.5 percent of all revenue generated in the neighborhood from businesses.

Table 18: Sales Volume by Sector, Ducktown (2018)

Sector	Number of Establishments	Number of Employees	Gross Sales
Utilities	1	4	\$2,807,000
Construction	2	9	\$2,169,000
Manufacturing	4	42	\$6,048,000
Wholesale trade	2	21	\$31,193,000
Retail Trade	52	573	\$134,316,000
Transportation/Warehousing	7	215	\$19,136,000
Finance/Insurance	1	3	\$1,532,000
Real Estate Rental/Leasing	4	15	\$2,980,000
Professional, Scientific, Technical	9	35	\$5,278,000
Administrative/Support/Waste Management	7	79	\$8,676,000
Healthcare/Social Assistance	13	122	\$5,103,000
Arts/Entertainment/Recreation	9	2,536	\$421,823,000
<i>Caesars Sub-Total</i>		<i>2,500</i>	<i>\$419,572,000</i>
Accommodation/Food Service	30	452	\$25,985,000
Other Services	23	51	\$3,636,000
Public admin/Education	5	42	\$-
	169	4,199	\$670,682,000
Source: Reference USA, 2018 Data			

The neighborhood has seen significant job losses in recent years:

- The Apple Store located at The Playground closed in July 2018, resulting in job losses for 52 people.
- Ruby Tuesdays closed in the Summer of 2018, resulting in the loss of approximately 55 jobs.
- Louis Vuitton’s store at the Playground Pier closed in January 2018.
- The Melting Pot fondue restaurant at the Walk closed in May 2017, resulting in 32 job losses.
- Trump Plaza Hotel and Casino closed in September 2014, resulted in more than 1,153 job losses and hundreds of millions of dollars in sale volume.
- Caesars had also reported job losses and decreased revenue due to the recession, which also resulted in the closings of the Showboat, Atlantic Club, Revel, and Taj Mahal.

The largest job losses in Ducktown appear to be concentrated in the neighborhood’s tourism-oriented areas. The neighborhood core appears to have fared the regional recession better; nearly all storefronts on Atlantic Avenue appeared to be occupied. The Arctic Avenue Business District, however, has fared less well. Landmark institutions like Formica’s, Barbera’s, Pancho’s, and White House Subs remained as the southwest section of the Arctic Avenue/Mississippi Avenue intersection remains vacant through 2018. Down the block at the intersection with Georgia Avenue, a multi-service agency and bar closed.

The job increase statistics in Ducktown against the backdrop of high-profile neighborhood job losses is contradictory on its face. This may be attributed to data collection methods by the American Community Survey (ACS), which have higher degrees of margin of error in small neighborhoods like Ducktown. Moreover, ACS data is rolling and does not necessarily represent “moment-in-time” data. It is possible that residents are taking more jobs outside of the neighborhood, but jobs information is difficult to independently verify.

3. Commuting Data

Access to work through commuting is a large factor in the functioning of a neighborhood’s economy. A neighborhood with high connectivity and a number of commuting options can be attractive for employers and businesses. Live-work communities, where reliance on personal automobiles to commute is less prevalent, is an increasingly desirable preference for many workers. In Ducktown, where car ownership is low and there are many business establishments and people in a small area, a commuter’s experience is unique compared to those elsewhere in Atlantic County and New Jersey.

Figure 7: Ducktown Commuting Quick Facts	
Percent of Working Residents with Jobs in Atlantic City	72%
Average Commute Length for Ducktown Resident	30 minutes
Percent of Working Ducktown Residents Walking or Taking Mass Transit to Work	51.2 percent
Percent of Working Ducktown Residents that Drive Alone to Work	36.7 percent

The 2009-2013 American Community Survey data on commuting indicates that nearly three-quarters (72 percent) of Atlantic City’s working population commutes to work within the City itself, with approximately 18 percent of workers commuting to adjacent communities like Egg Harbor Township, Galloway, Pleasantville, Hamilton, Northfield, Ventnor, Somers Point, or Margate. Of the approximately 46,773 people who work in Atlantic City proper, approximately 23 percent (10,586 residents) hail from the City itself. As of October 2018, more than 6,000 casino workers live in Atlantic City – the most of any single community in New Jersey.

The average travel time for a Ducktown worker is approximately one half-hour, with over half of residents walking or using public transportation to get to work. More than a quarter of Ducktown’s resident workers walk to work, compared to only 17 percent of Atlantic City resident workers and small fractions of County and State resident workers. These statistics indicate that many residents work and live in Ducktown itself, or in neighborhoods close-by. Rates of bicycle use are very low, representing 0.1 percent of all resident workers. The neighborhood’s robust mass transit access indicates that accessibility is a key amenity in the neighborhood that experiences relatively high use compared to other parts of the State.

Table 19: Commuting Data for Ducktown, Atlantic City, Atlantic County & New Jersey

Commuting Method	Ducktown	Atlantic City	Atlantic County	New Jersey
Drove Alone	36.7	45.2	77.1	71.5
Car-Pooled	4.4	6	7.5	8
Public Transportation	25.6	24.4	6.4	11.4
Walked	25.6	17.2	3.5	2.9
Other	7.7	7.2	5.5	6.2
Source: 2017 American Community Survey Commuting Data				

4. Income and Poverty

Income and poverty statistics for Ducktown paint a dire picture of the neighborhood. Individual and family poverty rates are several times higher than those of Atlantic County and New Jersey and are also higher than those of Atlantic City. Poverty rates appear to have increased slightly since 2010, likely owing to the regional economic downturn. Median household incomes in Ducktown and Atlantic City have also decreased while those in Atlantic County and New Jersey as a whole have increased. Incomes per capita in Ducktown are significantly lower than the City, County, and State. However, the neighborhood features a higher percentage of middle-income households (e.g. those earning between \$50,000 and \$99,999 annually) than that of Atlantic City, which is comparable to statewide and county-wide rates.

Table 20: Annual Income, Ducktown, Atlantic City, Atlantic County and New Jersey

	Ducktown	Atlantic City	County	State
% Households Making \$9,999 or Less	17.5	18.6	6.2	5.3
% Households Making \$10,000 to \$24,999	22.8	30	15.8	11.2
% Households Making \$25,000 to \$49,999	27.8	24.1	22.3	17.4
% Households Making \$50,000 to \$99,999	26.8	18.2	29	27.5
% Households Making \$100,000 or More	4.9	9	26.7	38.6
Median Household Income (2017)	\$29,784	\$26,006	\$57,514	\$76,475
Median Household Income (2010)	\$31,934	\$30,237	\$54,766	\$69,811
Income per Capita	\$15,002	\$19,162	\$29,941	\$39,069
2017 Poverty Rate (Individual)	45.5	40.6	12.1	10.7
2017 Poverty Rate (Family)	44.9	36.3	12.1	7.9
2010 Poverty Rate (Individual)	43.5	25.3	11.8	9.1
2010 Poverty Rate (Family)	42.6	23.1	8.8	6.7
Source: US Census; 2017 ACS; The Reinvestment Fund				

Income inequality by household in the neighborhood is relatively low based on 2016 American Community Survey data. Ducktown has a Gini define coefficient of 0.45, compared to a national Gini coefficient of 0.49, a Statewide Gini coefficient of 0.477, and a city-wide coefficient of 0.54. A Gini coefficient closer to 1 indicates larger degree of income inequality, whereas a coefficient closer to zero indicates equal distributions of income. Income distribution is more equal compared to Atlantic City's, New Jersey's, and the United States'. However, Atlantic City as a whole tends to have the more

unequal distribution among its households in comparison to that of the neighborhood, state, and country.

The percent change in income per capita in Ducktown has increased by approximately five percent since 2011 while declining city-wide by a similar percent and increasing in both Atlantic County and the state as a whole. Similarly, the percent change in median family income for the neighborhood has increased by 21.3 percent between 2011 and 2016, while this decreased city-wide by 5.3 percent and increased state-wide by 4.5 percent. Median household income, however, fell by approximately five percent while decreasing city-wide and increasing state-wide.

5. Economic Development Assessment and Opportunities

The data provided in this economic development assessment has shown that Ducktown is a transitional neighborhood positioned in the middle of a transitioning City and region. As an immigrant community with historically-plentiful housing options and its status as one of the City's most visible and visited gateways, the neighborhood's economic landscape is punctuated with the conflicts of serving a diverse residential community as well as tourists. The highest-value land along the most heavily traveled streets have seen the largest changes over the years, whereas the neighborhood's historic core and side streets look much the same as they have in years past.

The economic conditions described in this section have resulted in the following major findings:

- Ducktown has many components of a true work-live-play community. The access to mass transit is phenomenal, the neighborhood is strikingly diverse, and caters both to residents seeking tight-knit and walkable neighborhoods as well as thousands of tourists partaking in the neighborhood's amenities.
- However, the connection between the tourism amenities and historic neighborhood core is not apparent and perhaps non-existent. With few exceptions, the tourism-oriented and resident-oriented sections of the neighborhood are discrete.
- Ducktown has been seriously impacted by the regional recession, which resulted in hundreds of jobs lost in the neighborhood as well as the loss of major employers which continues through the present day. The neighborhood is inextricably tied to the tourism/gaming industry in Atlantic City. The conditions affecting Ducktown are not unique to the neighborhood, but perhaps are the most visible owing to the neighborhood's provision of housing and jobs.
- Data indicating an increase in jobs throughout the neighborhood is difficult to verify and may not present an accurate picture of the neighborhood's conditions. The neighborhood has experienced several high-profile job losses in recent years. If the numbers are accurate, the increase in employment by neighborhood residents is likely at businesses located outside of the city.
- Neighborhood residents face several structural challenges to seeing gains from economic development, including high rates of poverty, low rates of educational attainment, and disadvantages to attaining secure, stable employment owing to immigration status.
- The neighborhood as a unit struggles with economic development. Large, developable properties are owned by a small number of public and private owners with no apparent plans

to develop those properties. Land banking and land speculation, long hallmarks of Atlantic City's development, continue to constrain the neighborhood's growth by withholding properties from developing higher uses. Additionally, neighborhood business continues to be heavily reliant on casino gaming and tourism, which are particularly vulnerable in recessions and has not resulted in the wide availability of stable or upwardly-mobile career paths.

- Ducktown's economy is heavily concentrated, with more than three-quarters of workers in the neighborhood and 81 percent of revenue generated at Caesars, The Walk, Bass Pro Shops, or the Playground Pier. Comparatively little wealth is created and retained in the neighborhood. These facilities, while not directly competing with existing neighborhood businesses, are essentially separated from the neighborhood core and have their own parking facilities.

Civic & Social Capital Assessment

Ducktown is well-known as an ethnic enclave, dating back to its days as an Italian immigrant community. Social clubs and neighborhood businesses serving local residents (as opposed to tourists) have long been a staple of the neighborhood. This tradition continues to the present day. Despite the high degree of tourism visitation in the neighborhood, tourist amenities are located on the edges away from the neighborhood's core, effectively creating two Ducktowns: one where residents live and one where they work. The Ducktown residential community is diverse, consisting of residents and immigrants hailing from all over the world. Neighborhood-building in Ducktown goes beyond building housing and businesses-- it entails the work needed to get residents to identify as members of a unique community.

1. Cultural Identity

Cultural identity in the neighborhood reflects Ducktown's status as a diverse community. Hispanic residents comprise the largest ethnic group in the neighborhood, comprising approximately 44 percent of all neighborhood residents. Hispanic residents include those of Mexican, Dominican, Puerto Rican, and Honduran descent or origin. Asian residents (predominantly of Vietnamese or Bangladeshi descent or origin) comprise approximately 39 percent of all residents, and Black residents total about seven percent. About 10 percent of residents are non-Hispanic white, multiracial, or of some other race or ethnic group.

Historically, Ducktown was a predominantly Italian neighborhood. According to Bryant Simon's



Boardwalk of Dreams, Sicilian families (for whom Siracusa Terrace and Ruffa Terrace are named) brought their families and friends to Atlantic City, where they settled in the neighborhood now known as Ducktown. A variety of factors, such as the development of Atlantic City's suburbs, desegregation, aging in the neighborhood, and casino gaming led to the migration of Italians out of the neighborhood. As of

2016, just three percent of current Ducktown residents have Italian ancestry. Italian families continue to own residential property in the neighborhood as well as longtime Italian Ducktown businesses.

Ducktown in the past few decades has greatly diversified, with its businesses and residents reflecting cultures and residents from across the world. The neighborhood business districts along Atlantic Avenue and Arctic Avenue are now home to restaurants and shops serving the needs of newer residents, who have also established religious and cultural institutions.

Ducktown's diversity, however, is more akin to a salad bowl than a melting pot. Despite the neighborhood's small size, residential areas tend to be less mixed. The residential areas north of Fairmount Avenue tend to be predominantly Asian, whereas the blocks between Atlantic and Fairmount Avenue tend to be more heavily Hispanic. Retail shops in the neighborhood reflect their orientation to the various communities in Ducktown. For example, the Thuan Thanh Market at the intersection of Texas and Arctic Avenue offers more Vietnamese products for sale, whereas La Típica Grocery located two blocks away at the intersection of North Florida and Arctic Avenues features Hispanic-oriented products and a Facebook page in Spanish. The sign on Deshi Bazaar and Produce, located on Atlantic Avenue between Florida and Georgia Avenues, advertises "American-Asian-Spanish-Food Market". Though there are intersections of the various cultures and groups in Ducktown, the neighborhood's separate cultural identities are apparent.

The diversity visible in Ducktown calls for a self-determined neighborhood identity, rather than a "one-size-fits-all" approach. The neighborhood has changed and adapted to reflect the people living there. Over the years, various identities and branding have been proposed for the neighborhood. The latest is the Arts District branding, which has helped to foster an arts scene in Atlantic City while showcasing arts and culture in the neighborhood. Whether the residents of Ducktown identify their neighborhood with the arts branding is less clear. With the neighborhood's status as an entertainment/tourism district, arts district, and residential community for those working in tourism and related trades, a multifaceted identity that incorporates all of these uses in Ducktown may best serve the community.

2. Religious and Social Community Centers

Ducktown has a number of social, cultural, and religious organizations that call the neighborhood home. They include:

Atlantic City Ballet – Caesars. The Atlantic City Ballet, currently in its 36th season, hosts performances at the Circus Maximus Theater at the Caesars Atlantic City Hotel and Casino.

Arts Garage – 2200 Fairmount Avenue. The Arts Garage at The Wave parking deck is home to a gallery of shops, museums, galleries, exhibits, and a multi-functional space where cultural events are held. The Arts Garage provides places for artists to create and sell art and other merchandise. The Arts Garage is the neighborhood's newest community center and is a major anchor of the Ducktown Arts Community. Arts Garages facilities include:

- African American Heritage Museum of Southern New Jersey
- Atlantic City Artists Collective
- Atlantic City Oriental Gallery
- Noyes Museum and Shop
- 209 West (Upholstery)
- Art of Kuzma (impressionist painting)
- The Culprits (Atlantic City clothing)
- Leah Morgan Art Works
- Ocean 1 (Clothing)

- Ron Ross Cohen Art
- Stephane Segal Miller Art
- Sea Shore Photo
- The Little Dollhouse by the Sea

Boardwalk Hall – 2301 Boardwalk. Boardwalk Hall is a 141,000 square-foot multi-purpose arena located on the Boardwalk. Home to a world-famous pipe organ and as the historic home of the Miss America Pageant, Boardwalk Hall has hosted high-profile performances and seats approximately 14,770 people alongside a smaller theater that seats 3,200 people.

Dante Hall – 10 N Mississippi Avenue. Part of the St. Michael’s Church, Dante Hall is a 220-seat theater managed by Stockton University. The theater, which is also available for rent by the public, opened in 2003 following its use as a church hall and school gymnasium.

King’s Billiards and Sandwiches – 2324 Arctic Avenue. This location contains billiards and social spaces.

Masjid Al-Hera – 2426 Atlantic Avenue. Masjid Al-Hera is a mosque on Atlantic Avenue that opened in Fall 2011. The mosque houses an education center used on weekends, and sponsors donation drives and English as a second language classes.

Sree Sree Gita Sangha – 109 N Florida Avenue. Sree Sree Gita Sangha is a Hindu religious organization with offices and a prayer hall on Florida Avenue. The organization was established by Bangladeshi Hindu immigrants and opened its current home in 2011. The organization’s website describes a vision to open a fully functional temple.

St. Michael’s Catholic Church – 10 N Mississippi Avenue. St Michael’s is a Catholic church that closed in 2015. The Church has been one of the City’s oldest, having been open for 113 years prior to its closure and is still used for weddings, summer masses and special services. A parish consolidation resulted in two remaining Catholic churches in Atlantic City. The former church includes actively-used educational and cultural space (including Dante Hall and St. Michael’s Loft) and the church parking lot is home to the Wedding of the Sea Festival.

In addition to these facilities, several important institutions are located just outside of the neighborhood’s boundaries, including the Salvation Army Atlantic City Corps located on South Texas Avenue, the Our Lady Star of the Sea Church and Regional School (offering services in English, Spanish, and Vietnamese) on California Avenue, and the Church of Jesus Christ of Latter-Day Saints located on Iowa Avenue.

3. Public Safety

Crime was consistently raised as a major issue at neighborhood meetings and during interviews. In the resident surveys, a number of residents reported incidents of drug use around the neighborhood, including near the Texas Avenue Park.

Table 21: Ducktown: Reported Crime 8/28/18 to 11/10/18

Crime	Number	Percent
Aggravated Assault: Firearm	3	2.7%
Aggravated Assault: Other Dangerous Weapon	3	2.7%
Aggravated Assault: Strong-Arm	2	1.8%
All Other Larceny	19	17.0%
Burglary: Forcible Entry	4	3.6%
Buying / Receiving / Possessing Stolen Property	5	4.5%
Carrying / Possession of Weapons	1	0.8%
Driving Under the Influence	3	2.7%
Drug Abuse: Possession of Marijuana	5	4.5%
Drug Abuse: Possession of Opium / Cocaine	6	5.4%
Motor Vehicle Theft: Autos	2	1.8%
Other Assault	13	11.6%
Rape: Rape by Force	1	0.8%
Robbery: Firearm	1	0.8%
Robbery: Strong-Arm	5	4.5%
Sex Offenses	2	1.8%
Shoplifting	21	18.8%
Vandalism	7	6.2%
Other/Unknown	9	8.0%
Total	112	

Detailed crime statistics for the neighborhood were not available for this report. However, the Atlantic City Police Department rolled out a crime mapping website that shows approximate crime locations and types in the City in 2018.

During the course of the neighborhood planning process, crime overall decreased in Atlantic City. Crimes that occurred between late August 2018 and the present are included in the available maps, which is located at crimemapping.com. The crime statistics in the table above show the number of crimes responded to in the neighborhood between late August and mid-November 2018. Approximately one-quarter of crimes were violent, involving assault or sex offenses; approximately half of crimes were property-related and without the use of violence. Arrests for drugs constituted approximately ten percent of arrests during this period.

Perception and occurrence of crime in the neighborhood is a large concern for economic development. In much of the neighborhood (and along its borders with Chelsea and Downtown) mapped crimes in the Fall of 2018 do not seem to indicate that crime is any more or less prevalent in Ducktown than it is in other neighborhoods in the City. The majority of crimes committed in Ducktown are between Atlantic and Pacific Avenue at the edge of the tourist areas.



A significant cluster of crime occurred along the stretch of South Florida and South Texas Avenues between Atlantic and Pacific, as well as along Pacific Avenue itself. The Parcel Survey, prepared as part of this study, found that the stretch of properties between the two areas had the largest concentration of properties in “fair” condition (whereas much of the neighborhood had buildings determined to be in “good”

condition”). Homes in fair conditions exhibited characteristics such as peeling/worn paint, damaged masonry, tape across windows, and damaged siding. The block contains a mix of housing types, though some buildings were abandoned or in foreclosure. A liquor store, nightclub, and laundromat are also on the block, each of which is a potential risk factor according to Risk Terrain Modeling. Risk terrain modeling is a diagnostic method developed by Rutgers and used by the Atlantic City Police Department to account for modeling criminal activity based on spatial aspects of the urban landscape (rather than people).

Violent crime in the resort in 2018 was down just shy of 30 percent from 2017 while police responded to more calls for service and dealt with the opening of two new casinos and a university campus, according to the Police Department’s end-of-year-report. The report, released on February 22, 2019, shows violent crime decreased by nearly 30 percent and non-violent crime decreased by nearly 32 percent. Violent crimes include homicide, rape, aggravated and simple assault, and robbery, and non-violent, or property, crimes include motor vehicle theft, larceny and burglary. All crime types are down except for rape, which jumped from 24 to 33 reported instances, an increase of 37.5 percent, according to the report.

Through 2018, officers responded to 109,536 calls for service, an 8.5 percent increase from 2017, according to the report. In 2017, there were 34 total homicides and nonfatal shootings in the resort, according to report, while in 2018, there were 27, including seven confirmed homicides, which were solved. During 2018, officers recovered more than 34 pounds of heroin, cocaine and marijuana. The department’s goals for 2019, outlined in the report, include expanding community policing efforts and updating technology by installing cameras on Pacific Avenue, in-car computers and automated license plate readers.

Human Capital Assessment

Human capital comprises many resources and attributes that are used to generate wealth and economic development. As a neighborhood that has long attracted residents because of economic opportunity, Ducktown has played a supporting role in generating human capital. This assessment will address several socioeconomic issues facing the neighborhood as compared to the rest of Atlantic City, New Jersey, and the nation. The assessment presents recommendations in order to address areas where Ducktown is lagging behind other areas.

Data in this section is Census or 2017 American Community Survey information compiled by PolicyMap, unless otherwise noted.

1. Workforce Development

As noted earlier, Ducktown's unemployment rate in 2016 was slightly less than that of Atlantic City's as calculated by the American Community Survey. Ducktown had an unemployment rate of 14.9 percent, whereas Atlantic City had an unemployment rate of 15.7 percent. At the same time, New Jersey's unemployment was calculated to be 7.9 percent. Ducktown does have a lower percentage of residents 16 years old and older who are not in the labor force (33.6 percent) compared to Atlantic City and New Jersey, where the figures are 39.1 percent and 34.2 percent respectively.

Almost 16 percent of Ducktown households earn income through social security. These figures are significantly less than those of Atlantic City and New Jersey residents. Nearly one-third (31 percent) of both City and State households have social security income.

Table 22: Ducktown Social Metrics Compared to the Atlantic City, State and Country

	Atlantic City	New Jersey	United States
Individual Poverty	Higher	Higher	Higher
Family Poverty	Higher	Higher	Higher
% Households Earning Income through Social Security	Lower	Lower	Lower
Unemployment Rate	Higher	Higher	Higher
Percentage of Adults Age 16+ Not in Labor Force	Lower	Lower	Lower
% Foreign-Born Residents	Higher	Higher	Higher

2. Education

Education is a large aspect of human capital development. As a working-class, immigrant community Ducktown features lower rates of educational attainment compared to other communities throughout New Jersey. However, with a neighborhood school located within the neighborhood's boundaries and educational opportunity throughout the City and County's public-school system, the neighborhood has a clear starting point for supporting for achieving educational gains.

Public school students in Ducktown attend the Texas Avenue School for grades kindergarten through eighth grade, and Atlantic City High School for secondary education. As the Existing Conditions

chapter described, enrollment in the schools has decreased significantly (approximately 12 percent) between 2010 and 2017. According to 2016 data provided by the New Jersey Department of Education, the school is comprised of approximately 70 percent Hispanic students, 24.3 Asian students, and 3.6 percent Black students. The primary language spoken at home for nearly two-thirds of students is Spanish (62.1 percent), followed by Bengali (15.8 percent), English (14.9 percent), Urdu (3.1 percent), and Vietnamese (2.5 percent).

As of the 2016-17 school year, just over one-third of students were English language learners, 11 percent had disabilities and 100 percent were economically disadvantaged students. School-wide, approximately 34.3 percent of testers on the PARCC mathematics assessment met or exceeded expectations. This is higher than district-wide (where the number is 23.2 percent), but lower than the state (43.5 percent). This score met the annual target. However, English Language Arts/Literary Assessment goals were not met, with only 25 percent of testing PARCC students at the Texas Avenue School meeting or exceeding expectations (compared to 28.7 percent of district students and 54.9 percent of students statewide).

At the Texas Avenue School, approximately 11 percent of students were reported chronically absent, which is defined as students missing 10 percent or more of days enrolled during the school year. The largest rates of absenteeism were in kindergarteners (25 percent), followed by fourth graders (21 percent) and second graders (17 percent).

Table 23: Ducktown Education Metrics Compared to the Atlantic City, NJ and US

	Atlantic City	New Jersey	United States
% of People Age 3+ in Nursery School or Pre-School	Higher	Higher	Higher
% Population with At Least a bachelor's degree	Lower	Lower	Lower
% Population with less than a 9 th Grade Education	Higher	Higher	Higher
% Population with HS Diploma and No College	Lower	Higher	Higher

3. Immigration Contributions to Human Capital

Immigration has long been a vital force of neighborhood life in Ducktown. Beginning in the early 20th century, Italians settled in Ducktown to work in the early tourism industry. Beginning in the 1960s and through the legalization of casino gaming in the City, the neighborhood began to diversify and became home to many immigrant workers seeking employment at the casinos. To this day, immigration has sustained the neighborhood, even as the City's population decreased in other neighborhoods. Today, Ducktown remains home to Italian residents alongside those from Bangladesh, China, Vietnam, Mexico, the Dominican Republic, Colombia, Ecuador, and Peru. About 62 percent of Ducktown residents were born outside the United States, compared to 33 percent of Atlantic City residents and one-fifth of New Jersey's population. Approximately 38 percent of Ducktown's foreign-born residents are naturalized citizens.

The abundance of immigrants in the neighborhood has a significant impact the neighborhood's human capital. Accessing jobs, goods, and services can be more difficult for immigrants, many of whom face issues resulting from the language barrier, impacts due to citizenship/residence status,

among other barriers. Undocumented immigrants do not qualify for many “safety-net” programs, with few exceptions such as the Emergency Payment Program for NJ Medicaid.

Throughout the planning process, the team struggled with outreach to immigrants in the neighborhood. This was likely due to many factors:

- 1) The vast majority (90 percent) of Ducktown households speak a language other than English at home. A high proportion of foreign-born residents speak English less than “well” or “very well”.
- 2) With a trend of rising deportations, a sense of fear among immigrant communities exists. Interactions with government officials or those resembling them may be discouraged or avoided by the communities.
- 3) Despite living in close proximity, the various immigrant groups in Ducktown did not appear to share common spaces or interact.

The immigrant community in Ducktown provides an important opportunity for neighborhood members, the City and residents to build trust and relationships in order to address quality of life and human capital development. It is important that the neighborhood and City proactively address the needs of Ducktown’s immigrant communities in order to sustain economic mobility and improve quality of life.

4. Health and Well-Being

Health is a major determinant of human capital. Ducktown residents, like others in dense urban communities, face a number of threats to health and barriers to healthcare. Compared to the State and country, a number of these issues are more pronounced in Ducktown. Addressing these threats comprehensively requires a systematic approach that is beyond the scope of what can be done on the city or neighborhood level. This section will address major health topics and include recommendations to help the neighborhood achieve better health outcomes.

Lifestyle Indicators

Ducktown has rates of people with disabilities that is less than the City-wide rate (15.8 percent). Approximately 12 percent of residents have a disability, the vast majority of which are ambulatory and independent living difficulties. Those 65 years or older have the highest rate of disabilities, though the majority of residents with disabilities are between the ages of 35 and 64 years old. Multi-racial residents had the highest rates of disabilities, whereas Hispanic residents tended to have the lowest rates of disabilities. Asian residents in Ducktown had much higher rates of disabilities (15.4 percent) compared to those living in Atlantic City (7.8 percent) and New Jersey (5.1 percent). Similarly, Black residents in Ducktown tended to have higher rates of disabilities than cohorts in Atlantic City or the State.

Obesity rates in Ducktown (e.g. the percent of adults reporting a BMI of 30 or greater) is 26.7 percent in Ducktown, which is approximately the national and state rates. The obesity rate in Atlantic City is about five percent higher (32.6 percent). The percent of overweight adults in Ducktown is equal to the City average, compared to 35.8 nationally and 37 percent statewide. Ducktown adults have higher rates of adults reporting to meet physical activity recommendations. The rate in Ducktown is 19.3 percent, 17.9 percent in Atlantic City, 21 percent in the State, and 19.3 percent nationally.

Life expectancy in Ducktown is relatively low per 2015 CDC Data. As of 2015, life expectancy from birth was only 73 years old. Bordering Census Tracts in Chelsea were higher (75.7 and 78.7 years of age), whereas neighborhoods adjacent and uptown to Ducktown had lower life expectancies (71 years in Monroe Park and 67.8 years downtown). According to the Kaiser Family Foundation, life expectancy in New Jersey is 80.3 years, whereas it is 78.9 years nationally (as of 2009).

Healthcare System Participation

Data provided by PolicyMap and the CDC shows that Ducktown has some of the lowest rates of adults reporting to have a personal doctor or health care provider as of 2013. This number was 72.5 percent in Ducktown compared to a city-wide rate of 76 percent, a statewide rate of 81 percent, and a nationwide rate of 75 percent.

The majority of Ducktown residents (62.5 percent) are covered by health insurance. This is significantly less than that of Atlantic City, where 81.6 percent are covered and New Jersey more broadly, where 90 percent are covered. In Ducktown, approximately 92 percent of native-born residents are insured, whereas only 47 percent of foreign-born residents were insured. Non-citizens had the lowest rates of health insurance coverage, with only 27.4 percent covered.

Drug and Alcohol Use

Opioid prescriptions per 100 people are much higher in Atlantic County (74.5) than they are in United States or New Jersey, where the rates are 66.5 and 52. Atlantic City has been particularly hard-hit by the opioid epidemic. More than half (56 percent) of substance abuse residential admissions in Atlantic City were attributed to heroin in 2016. This number represented 28 percent of admissions county-wide, even though Atlantic City is home to only 14 percent of the County's residents. By 2016, resident admissions for heroin climbed to 61 percent of all admissions for Atlantic City residents, totaling 977 people. In 2015, Atlantic City had the third-highest number of reported heroin treatment cases in all of New Jersey, even though Atlantic City is ranked 55th in terms of population.

Ducktown, despite having a relatively stable neighborhood, is not immune to the regional opioid epidemic. According to crime mapping for crimes since October 2018, arrests for drug/alcohol use have occurred in the neighborhood. The majority of these arrests occurred on the blocks between Pacific and Atlantic Avenues, particularly on South Florida and South Bellevue Avenues.

According to 2013 data from the Centers for Disease Control Behavioral Risk Factor Surveillance System survey, Ducktown has a higher percentage of adults engaging in binge drinking, though it has an overall lower rate compared to the state and country. In Atlantic City, 12.5 percent of adults engage in binge drinking, compared to 13.3 percent of Atlantic County, 16.3 percent of the State, and 16.3 percent of the country. In Ducktown, this rate is 14.74 percent. The rate of adults engaging in heavy drinking in Ducktown is also lower than elsewhere; the rate is only 3.9 percent in the neighborhood, 3.75 percent in the City, 4.98 percent in New Jersey, and 5.9 percent in the United States.

Tobacco use in Ducktown is slightly higher than elsewhere; 21.1 percent of adults report smoking cigarettes regularly, compared to 19 percent of adults in the City, 15.6 percent of the State, and 18 percent in the United States.

Food Access

Ducktown is an area of Limited Supermarket Access (LSA). A LSA is an area identified by the US Department of Treasury CDFI Fund where residents must travel significantly to reach a supermarket than the 'comparative acceptable' distance that residents in well-served areas travel to stores." With

low rates of car ownership and a small number of retail areas establishments selling fresh food, access to a variety of fresh and healthy food options is limited. The nearest large grocery store is Save-A-Lot, which is located within walking distant at Renaissance Plaza, at Atlantic and Kentucky Avenues. A full-service Acme is located in Ventnor Heights and Brigantine.

Though data about individual household behaviors with regard to food access is not available for this study, the neighborhood analysis found that 30.5 percent of households in Ducktown receive food stamps/SNAP benefits. This compares to 9.2 percent of households in New Jersey and 33.5 percent of households in Atlantic City. Several neighborhood bodegas offer produce, dry goods, and other food products.

Households in Ducktown comparatively spend higher amounts per household on food than households in Atlantic City typically do (\$6,537 compared to \$5,886), but less than that of New Jersey households (\$8,473) and the United States (\$7,729). By comparison, the estimated amount spent per household on all household expenses is \$44,467 in Ducktown, meaning that Ducktown households spend approximately 15 percent of their spending on food. This is slightly higher than the proportion of spending on food of City, State and nationwide households.

As of 2016, there are 10 small grocery stores in Ducktown that accept food stamps:

- La Tipica (2500 Arctic Avenue)
- Arctic General Store (2326 Arctic Avenue)
- Barbera Seafood and Produce (2243 Arctic Avenue)
- Atlantic Super Market (2514 Atlantic Avenue)
- Dollar Plus Gifts (2508 Atlantic Avenue)
- La Bodega (2501 Atlantic Avenue)
- Deshi Bazaar and Produce (2420 Atlantic Avenue)
- La Cosecha (2401 Atlantic Avenue)
- New Nelson Mini Market (2505 Pacific Avenue)
- AC Deli and Food Mart (2401 Pacific Avenue)

Human capital is a vulnerable resource in Ducktown, with residents not participating in the social safety net and at risk to the multiplicative effects of poverty. Though many of these issues are due to large-scale societal issues outside of the control of the neighborhood or City, there are many marginal improvements that the neighborhood can make and advocate for that would increase the quality of life and human capital development potential of Ducktown residents.

5. Housing

As the Existing Conditions chapter described, nearly two-thirds of Ducktown's housing units are mixed use or multi-family buildings. Housing typologies in Ducktown are vastly more diverse than that of other neighborhoods and surrounding communities. This leads to a high degree of housing choice in the neighborhood, which helps keep the price of housing comparatively lower. Additionally, the proliferation of older housing units has resulted in a large degree of depreciation which further contributes to lower housing prices. Housing conditions are also highly variable in the neighborhood, with a number of units showing degrees of physical deterioration. Many first/ground floor housing units are at significant risk of flooding, putting residents at high risk.

As of 2017, median gross rent in Ducktown is \$924, compared to \$858 citywide, \$1,249 statewide, and \$982 nationwide. The median home value in Ducktown is \$121,500 – less than the median value of a home in Atlantic City (\$168,800), New Jersey (\$321,100), and nationwide (\$193,500).

Ducktown homeowners and renters are cost-burdened in terms of housing expenses. Households paying 30 or more percent of household income on costs are considered burdened by housing costs. As of 2017, the median renter cost burden is 39.5 percent in the neighborhood, meaning that housing costs such as gross rent and utilities take up approximately 40 percent of households' income in the neighborhood. This rate is comparable to the City average; the city's cost burden is 35.4 percent, while the State's is 31.5 percent, and the national rate is 30.3 percent. The percent of renters who are cost-burdened is closer to the State and national figures of 50 and 47 percent, respectively. In Atlantic City, 57 percent of households are rent burdened, whereas in Ducktown 64.5 percent are rent burdened. Approximately 36.5 percent of households in Ducktown are severely rent-burdened, meaning that they spend 50 percent or more of their household incomes on housing. This is on par with the rest of Atlantic City where 33.5 percent of households are rent-burdened. National and State rates are 23.6 and 26.2 percent respectively.

Median owner costs include mortgage principal and interest payments, real estate taxes, insurance, utilities, and other fees. Nation-wide, house-owning households have a cost burden of 18.5 percent. In New Jersey, home-owning households face a cost burden of 23.2 percent of income. In Atlantic City, this number jumps to 34.3 percent and in Ducktown the number is higher – 43.6 percent. The percentage of home-owners who are cost burdened is 61 percent in Ducktown. Approximately 42 percent of home-owning households in Ducktown are severely cost-burdened. National, state, and city rates are 9.5, 14.6, and 34.7 percent respectively.

Despite the variety in housing types, housing quality is not consistent throughout the neighborhood. A large number of units feature conditions such as lacking complete plumbing, lacking complete kitchen facilities, having more than 1.01 occupants per room, or having selected monthly owner costs or gross rent be larger than 30 percent of household income. In Ducktown, 69.6 percent of renter-occupied housing units have one or more such conditions, compared to 60.4 percent of Atlantic City residents, 51.9 percent of State residents, and 48.9 percent nationally. The percentage of such units with two or more conditions present is 14.9 percent in Ducktown—nearly double Atlantic City's rate of eight percent and triple the state and national rate of 4.5 and 4.2 percent, respectively. For homeowners, 64 percent of units experience one or more conditions, compared to 24 percent nationally, 33.2 percent statewide, and 57.2 percent city-wide. Housing units with two or more selected conditions is higher in Ducktown than elsewhere; two or more conditions are present in 18 percent of Ducktown owner-occupied homes, compared to 4.1 percent citywide, 0.6 percent statewide, and 0.67 percent nationwide.

The presence of rooming houses in Ducktown has been identified by residents in the community as a subject of concern. Rooming houses are typically residential buildings with single-room occupancy by tenants, with shared bathrooms or kitchen spaces. These homes are located throughout Atlantic City, and several are concentrated in Ducktown near South Texas, Florida, and Georgia Avenues. Though providing a critical type of affordable housing, several concerns were broached with respect to the rooming houses. First, rooming houses must have a land use certification distributed by the Casino Reinvestment Development Authority and cannot be less than 1,000 feet away from other licensed rooming houses, except for existing lawfully-operated rooming houses. Rooming houses have also been associated with crime owing to their transitional nature, security, and poor maintenance. Neighborhood residents have indicated that a strategy to address rooming houses would enhance quality of life in the neighborhood. Renovation projects, such as those recently

undertaken at the Oscar Hotel, provide opportunities to preserve housing and residential options while addressing livability concerns.

Table 24: Ducktown City Housing Metrics Compared to the Atlantic City, NJ and US

	Atlantic City	New Jersey	United States
Gross Rent	Higher	Lower	Lower
Median Home Value	Lower	Lower	Lower
% of Rent Burdened Households	Higher	Higher	Higher
% of Renter Household Income	Higher	Higher	Higher
% of Cost Burdened Households	Higher	Higher	Higher
% of Owner Household Income	Higher	Higher	Higher
% of Renter households with 1+ conditions	Higher	Higher	Higher
% of Renter households with 2+ conditions	Higher	Higher	Higher
% of Owner households with 1+ conditions	Higher	Higher	Higher
Owner households with 2+ conditions	Higher	Higher	Higher

Planning & Zoning

1. Introduction

Development in Ducktown is regulated by multiple agencies. The agencies with the most influence



are the Casino Reinvestment Development Authority (CRDA) and the City of Atlantic City Planning and Zoning Boards. In 2011, the Tourism District Act (P.L. 2011, c.18) was signed into law, which gave considerable land use regulation and zoning powers within a designated Tourism District to the CRDA. The Tourism District was established to encapsulate the areas where the economic activities of the tourism trade dominate and includes almost all of the City's waterfront. In Ducktown, all but five blocks were included in the Tourism District. Those that were not included are the blocks between Texas and Florida Avenues from Atlantic Avenue to the bay.

The New Jersey State Development and Redevelopment Plan (SDRP) map places Ducktown with the PA-1 Metropolitan Planning Area. Pursuant to the plan, the State's policy objectives for this area include:

“Provide for much of the state's future development; revitalize cities and towns; promote growth in compact forms; stabilize older suburbs; redesign areas of sprawl; and protect the character of existing stable communities.”

The State of New Jersey recognizes neighborhoods like Ducktown and communities like Atlantic City as already-developed, dense urban areas whose revitalizations should be supported.

The Atlantic County Master Plan included several goals and objectives with regard to Atlantic City including:

- Supporting efforts to revitalize neighborhoods and rehabilitate older housing stock;
- Encouraging the re-purposing of existing infrastructure and a redefinition of economic activity in Atlantic City and surrounding communities;
- Promoting a mix of housing types to support the demands of a changing population;
- Ensuring that all rehabilitation and new construction occurs in a sustainable and resilient manner that accounts for sea level rise, nuisance flooding, and potential flooding and storm events;
- Promoting redevelopment and repurposing of underutilized or obsolete buildings, sites, and infrastructure; and

- Diversify the economic base of the area while continuing to promote and redefine the tourism, convention, and casino-based economy that exists.

For practical purposes, the State of New Jersey and Atlantic County have more limited influence over land use and zoning than the CRDA and City of Atlantic City do. This is due to the “home rule” principle that provides local control over many aspects of government. Though the City was stripped of many local governing functions (including land use control in many neighborhoods), the City’s planning/zoning board continues to regulate development in much of the City.

The New Jersey Department of Environmental Protection also regulates certain land uses and developments through its Coastal Areas Facility Review Act (CAFRA) rules. Though not based on a master plan per se, the land development rules promulgated by CAFRA are very influential for several categories of developments and comprise one of many prior approvals needed by development applicants. For example, beach/dune development to points 150 feet landward of the mean high-water line are regulated. Projects between 150 feet and 500 feet landward of the line are regulated in Atlantic City for residential developments of 25 units or more, commercial developments with 50 or more parking spaces, and public or industrial development. Projects greater than 500 feet landward that are residential developments with 75 or more units, commercial developments with 150 or more parking spaces, or public/industrial developments are also regulated. Development aspects regulated include impervious coverage and plantings, rather than bulk standards typically regulated through zoning.

Pursuant to N.J.A.C. 19:66-9.1, the CRDA may consent to the City’s request to designate an area within the Tourism District as an Area in Need of Redevelopment or Rehabilitation, or to the adoption of or amendment to a redevelopment plan for any area within the Tourism District pursuant to Local Redevelopment and Housing law (N.J.S.A. 40A:12A-1). The CRDA has the authority to grant consent pursuant to terms and conditions it deems necessary or convenient, and the request shall be at a regular public meeting. The CRDA’s land use administrator is instructed per the regulations to review the proposed redevelopment plan for conformance to the Master Plan or a planning analysis to be prepared for the Authority’s examination.

2. Existing Land Use

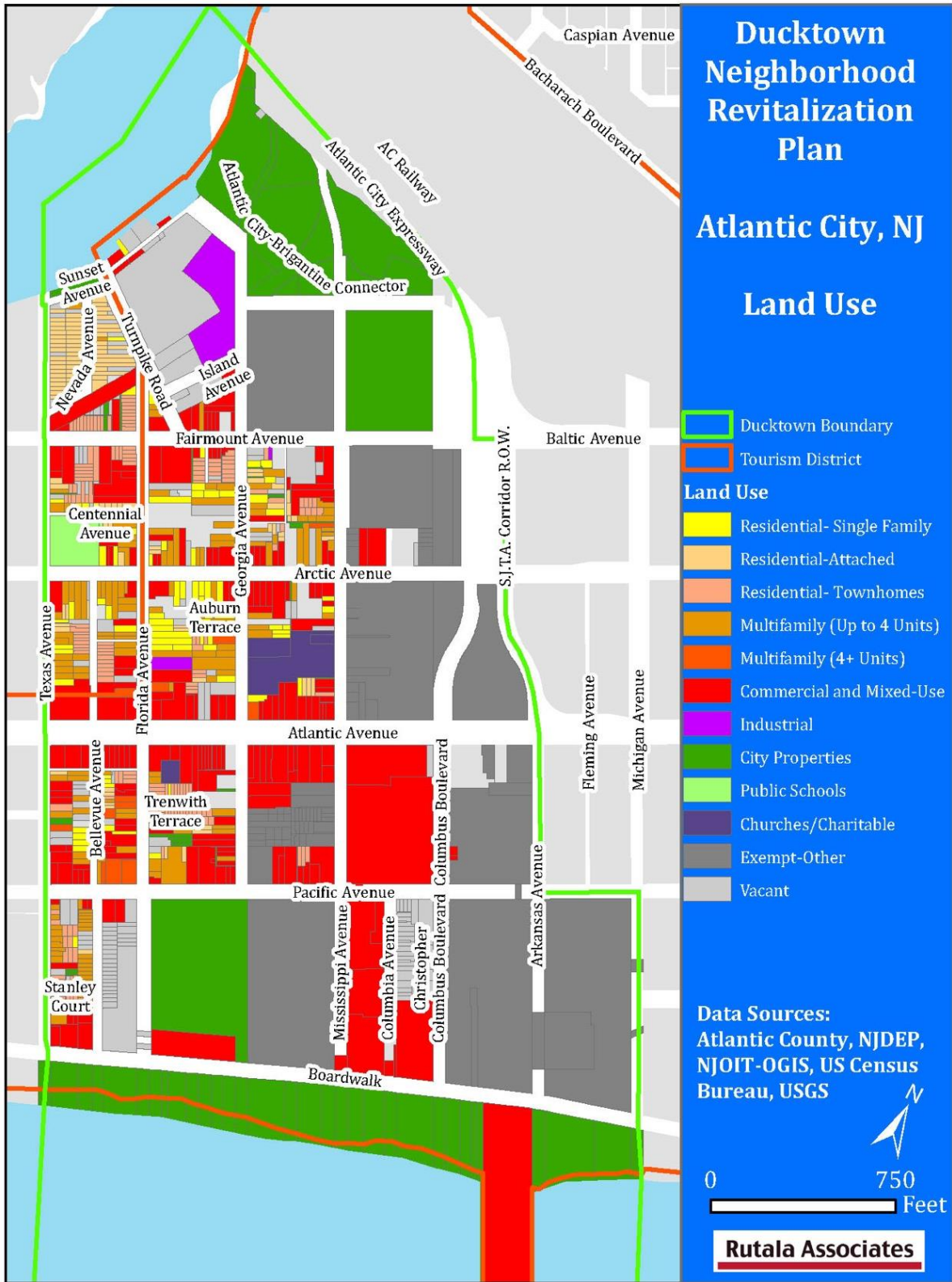
Approximately one-half of the properties in Ducktown are residential properties at varying densities. Townhouses and one to four family apartment buildings comprise the majority housing typology. Commercial properties comprise approximately one-fifth of properties, with public and institutional uses encompassing just over one-quarter of properties in the neighborhood. However, in terms of land coverage, residential and commercial usage comprise less than one-third of the neighborhood’s total acreage. Large-scale institutional holdings, ranging from beachfront casino resorts to The Walk and highway rights-of-way, comprise the vast majority of acreage in the community. The CRDA alone owns 21 acres, or approximately 17 percent of the neighborhood. Casino properties, including Trump Plaza and Caesars, comprise more than 23 acres of land or approximately one-fifth of the neighborhood.

Historically, the Ducktown neighborhood featured a mix of land uses, though the dense residential/neighborhood commercial core has remained largely intact. In this report, the neighborhood “core” will generally refer to the area of residences and commercial buildings within an approximately 54-acre area between Texas Avenue and Turnpike Road, Texas Avenue to Mississippi Avenue between Fairmount and Atlantic Avenues, Texas Avenue to South Georgia Avenue

Map 10: Ducktown Density



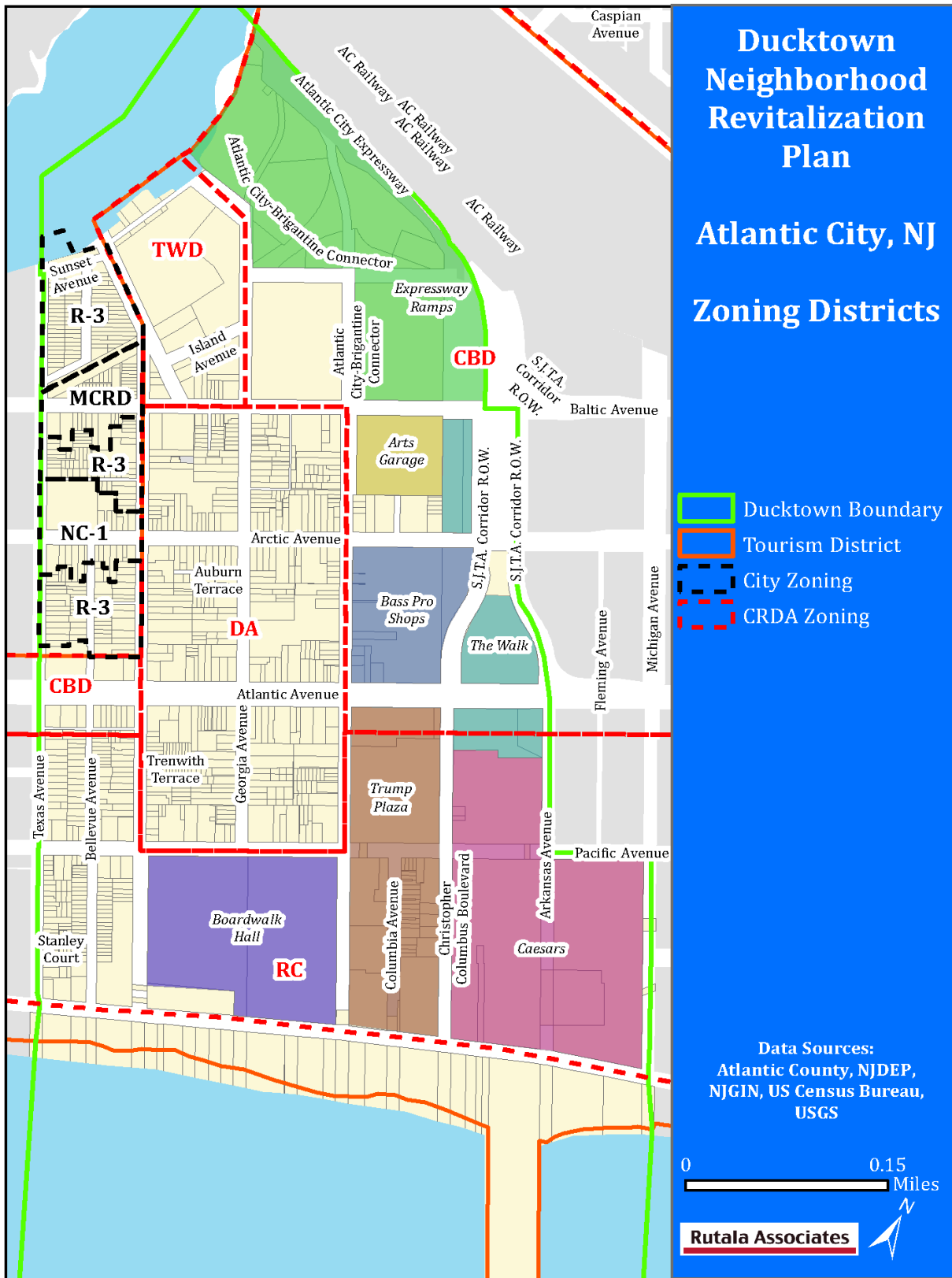
Map 11: Land Use



Map 12: Residential Building Typology



Map 13: Zoning Districts



between Atlantic and Pacific Avenue, and Texas Avenue and Bellevue Avenue between Pacific Avenue and the Boardwalk.

As one of the historic gateways into Atlantic City, the neighborhood was home to many transitional and industrial land uses particularly along its outer edges. Tanger Outlets - The Walk was formerly a rail depot. The South Jersey Gas-owned parcel currently being remediated was formerly a manufactured gas plant operation which was sited on a waterfront area north of Old Turnpike. In the mid-twentieth century, the Jonathan Pitney Village public housing complex (Atlantic City’s second) was built on the blocks surrounding Angelo’s Fairmount Tavern to the north and east. By the late 1990s, the complex had been demolished. Historically, the most dramatic changes to Ducktown’s landscape have been at its northern and eastern boundaries (particularly north of Mississippi Avenue), where downtown and beachfront casino redevelopment resulted in the wholesale clearing of mixed-use city blocks.

The relatively small neighborhood of Ducktown is governed by regulations in eight different zoning districts regulated by two governing bodies. The amount of property and acreage in each zoning district and jurisdiction is described in the table below:

1. Zoning Districts: CRDA

Table 25: Bulk Standards in Tourism District

Standards	Zones				
	B*	CBD	DA	RC	TWD
Max. Height (^1)	20 (p) 10 (a)	65 (p) 35 (a)	35 (p) 15 (a)	300 (p) 35 (a)	40 (p) 15 (a)
Min. Lot Area (sq. ft)		5,000	5,000	7,500	5,000
Min. Lot Depth (ft)		100	100	150	100
Min. Lot Width (ft)		50	50	50	50
Min. Lot Frontage (ft)		50	50	50	50
Max. bldg. coverage (%)		30	30	70	30
Max. impv. Coverage (%)		80	80	80	80
Min. front yard (ft)		5	5	0’ up to 35’ in height 20’ greater than 35’ in height	5
Min. side yard (ft)		0	0	0’ up to 35’ in height 20’ greater than 35’ in height	0
Min. rear yard (ft)		20	20	20	20
Floor-area ratio		N/A	N/A	N/A	N/A
Open Space		N/A	N/A	N/A	N/A
Max. density (du/acre)		25	25	50 (mid-rise) 75 (high-rise)	N/A
* Specific standards for area/bulk requirements for structures on amusement/commercial piers reproduced below (^1)- measured from BFE in DA, RC, and TWD; from grade in B Source: https://njcrda.com/applications-and-public-notice/regulations/					

Development regulations for zones under CRDA jurisdiction are found at N.J.A.C. 19:66. The boundary of Ducktown includes CRDA-regulated zoning districts from the following zones:

Beach District (B), encompasses lands between the Boardwalk and Atlantic Ocean. The Master Plan states, *“The intent is to capitalize on the unique land use attributes of the beach, boardwalk, and ocean.”* The Beach District has relatively limited permitted uses and supports recreational and commercial use of the area between the Boardwalk and Atlantic Ocean. With the exception of The Playground on the oceanfront, all land in the district consist of beach and dunes owned by the City of Atlantic City.

Central Business District (CBD), encompasses lots fronting on Atlantic Avenue between Florida and Texas Avenue, the parking lot at the intersection of Georgia and Fairmount Avenue, and all points west and north of Mississippi Avenue and Atlantic Avenue in the neighborhood, inclusive of properties fronting on Atlantic Avenue. The Master Plan indicates, *“It is envisioned that future development will capitalize on the existing appeal of the district.”*

The vast majority of properties within CRDA’s CBD Zone are owned by CRDA itself or the NJ Department of Transportation as road rights-of-way. Of the remaining properties, 23 are residential, multi-family, or vacant. Excluding the Trump Plaza, Soltz Paint, and Sunoco properties, the 12 commercial properties in the district range from 1,800 to 5,850 square feet in lot area.

Permitted residential uses in the CBD include mixed-use buildings and multi-family low-rise. While a number of commercial uses are permitted in the district, some significant uses are not, including recreation, offices, freestanding parking lots, hotels, galleries, and entertainment venues.

Ducktown Arts (DA), encompasses lands between Florida and Mississippi Avenues between Pacific and Fairmount Avenues. The Master Plan states, *“It is envisioned that this area, with its mix of dense single-family residential uses, commercial, public and institutional uses, that this zone can create a multitude of opportunities capitalizing on the historic character of the Ducktown section of the city.”* The Ducktown Arts district is a new zoning district designated in 2017 This district is one of the neighborhood’s largest, including 42 percent of the neighborhood’s properties and about one-fifth of its land area. This zoning district represents the residential core of Ducktown and has remained largely intact throughout the last century.

Of the 213 residential properties in the district, the median lot size is 1,077 square feet, whereas the average is approximately 1,500 square feet. The median building size is 1,280 square feet and the average building size is 1,500 square feet. The median lot frontages and lot depths for residential buildings is 20 feet and 65 feet, respectively. Assembling a lot for development without a variance would require between three and four typically-sized lots in this district.

Commercial properties in the Ducktown Arts district (of which there are 120) are slightly larger, with median lot sizes of 2,500 square feet and average lot sizes of 3,675 square feet. The median lot dimensions are frontages of 25 feet and depths of 93 feet.

Permitted uses include multifamily, low-rise, and single-family attached; live-work studios; mixed-use; pop-up uses; restaurants; bars and craft breweries and distilleries; galleries/art studios; retail sales; personal services; custom crafts; professional and medical offices; freestanding parking lots, and institutional/educational/government uses.

Resort Commercial (RC), encompasses lands between Texas Avenue and Arkansas Avenue between the rear property lines of properties fronting Atlantic Avenue and the Boardwalk (excepting the

blocks bounded by Florida, Mississippi, and Pacific Avenues). The Master Plan indicates this district is intended to “accommodate the existing casinos, accommodate a diverse array of uses, and seamlessly integrate the resort and residential uses”. The majority of land area (approximately one-third) in the neighborhood is in the Resort Commercial district. The Resort Commercial district currently comprises Trump Plaza, Caesars, and Boardwalk Hall which make up the majority of the land area in the district. The RC District has 76 vacant, mostly undersized parcels and 88 residential parcels, all of which are undersized. The Resort Commercial District has higher minimum lot area requirements (7,500 square feet) than other zones in Ducktown. The residential section of the district comprises an area between Texas and Florida Avenue between Camarota Place and Pacific Avenue, in addition to a small block between Pacific Avenue and the Boardwalk between Texas and Bellevue Avenues. The district includes a large area of vacant lots adjacent to Boardwalk Hall and the residential district.

The Resort Commercial district contains zoning provisions that favor, large-scale, high-density and intensity projects that match that of Atlantic City’s beachfront resorts. The existing residential area is non-conforming, as the new district regulations require residential uses to be mixed use or multi-family mid- and high-rise. Maximum heights are limited to 300 feet, and density is limited to 50 du/acre for mid-rises and 75 du/acre for high-rises. The District also includes the neighborhood’s highest allowable building coverages (70 percent). The type of uses permitted favor public-facing recreational and commercial uses appurtenant to resort uses.

Permitted uses include hotels, including condotels; casino hotels; offices; restaurants; retail; recreation; amusement rides; educational/institutional uses; hospitals, multi-family mid-rises and high-rises.

Thorofare Waterfront District (TWD), encompasses the lands north and west of Fairmount Avenue to the Thorofare between North Georgia Avenue and Turnpike Road. The Master Plan states that “[I]t is the CRDA’s inten[t]ion to capitalize on the waterfront location and encourage a mixture of commercial and waterfront-oriented uses.” Along with the Beach District, the TWD District is the only CRDA zoning district in Ducktown that does not permit residential uses. The District comprises an area comprising the former South Jersey Gas site from Fairmount Avenue to the bay. South Jersey Gas owns much of land in this district, which is currently undergoing remediation. The block between Island Avenue and Fairmount Avenue is home to almost entirely automobile-oriented commercial uses, and the small triangular block adjacent to it is predominantly residential. Though these lots are undersized, the majority of land area in the district is in the form of larger, contiguously-owned lots for which larger-scale redevelopment would be more ideal.

Permitted uses include retail sales; personal services; restaurants/bars; institutional/government uses; pop-up uses; parks; and craft breweries and distilleries.

Table 26: Parcels and Acreage in Each Zoning District for Ducktown

	CRDA Zones				Atlantic City Zones		
	CBD	DA	RC	TWD	MCRD	NC-1	R-3
Parcels (% Total)	68 (6.4%)	461 (43.5%)	242 (22.8%)	29 (2.7%)	47 (4.4%)	21 (2%)	192 (18.1%)
Acreage (% Total)	33.3 (28%)	25.0 (21%)	42.7 (35.9%)	7.3 (6.1%)	1.96 (1.6%)	2.03 (1.7%)	6.5 (5.5%)
Note: Acreage of parcels is based on GIS data; parcel numbers may not account for new properties. Does not include the Beach Zone.							

2. Zoning Districts: Atlantic City

Table 27: Bulk Standards in Atlantic City Zones

Standards	Zones		
	MCRD/MUR	NC-1	R-3
Max. Height (ft)	60 (P) 15 (A)	35 (P) 15 (A)	35 (P) 15 (A)
Min. Lot Area (sq. ft)	Res. Only	Res. Only	
Detached			3,000
Duplex	6,000	3,000	6,000
Townhouse			7,200
Attached			2,400
Min. Lot Area/Unit (sq. ft)			
Detached			3,000
Duplex			3,000
Townhouse			1,800
Min. Lot Width (ft)			
Single-Family			40
Duplex			60
Townhouse			18
Attached			30
Max. lot coverage (%) (Principal/Acces./Aggreg.)	90	40/20/50	
Detached			35/10/40
Duplex			30/7/35
Townhouse			40/25/65
Attached			40/10/50
Min. front yard (ft)		20	10
Min. side yard (ft)	10	A side yard of twenty-five (25) feet shall be provided along any side lot line abutting a residential district boundary line.	
Single-family detached			12/5
Duplex			12
Townhouse			30
Attached (Single side, outside units only)			12
Min. rear yard (ft)	10	The minimum rear yard requirements in an NC District shall be twenty-five (25) feet when abutting a residential district boundary line.	
Single-family detached			25
Duplex			25
Townhouse			44
Attached			25
Max. density (du/acre)			24.2
Min Unit Size (sq ft)			1,800
Max. Floor Area Ratio	1.0	6.0	
Where no side yard is required, but one is provided, such yard shall be not less than twenty (20) feet in width, except that such a yard in the Neighborhood Commercial Districts may be fifteen (15) feet in width.			
Source: https://ecode360.com/15217159			

Development regulations for zoning under the jurisdiction of Atlantic City is found in Chapter 163 of the City Code. The boundary of Ducktown includes Atlantic City-regulated zoning districts from the following zones:

MCRD- Mixed Commercial Recreation District (2011), Mixed Use Recreation (2014), encompasses lands bounded by Fairmount Avenue, Florida Avenue, and the former railroad right-of-way in addition to properties fronting Fairmount Avenue on the east side of the street. The Atlantic City Zoning Code states: *“The Mixed-Use Recreation District has been established to integrate residential, commercial, cultural, transportation and transient oriented uses. Water-based uses that provide alternative modes of transportation to other locations throughout the City are encouraged. Public access along the waterfront is a major component of the district plan, to provide a scenic venue and pedestrian links to the Walk.”*

This zoning district promotes uses that are more intensive than those of the neighboring R-3 zones, with building heights of up to 60 feet permitted and lot coverages of up to 90 percent also permitted. Though existing residential properties are mixed use or townhome-style units, the zoning code only permits boarding/lodging houses, home occupations, and multiple-family dwellings on the second floor or above.

Permitted uses in this district include general retail operations, food operations, cultural, recreational, and entertainment uses, and some personal service commercial operations such as hobby shops or art shops.

The NC-1 District encompasses a small, approximately 400-foot long stretch of Arctic Avenue between Florida and Texas Avenues. The district is comprised of only 21 properties, all but seven of which are residential properties. The anchor institution in this district is the Texas Avenue School, which is located at the intersection of Texas and Arctic Avenues. The average lot size in the neighborhood (excluding the School) is approximately 2,400 square feet, whereas the median is approximately 2,100 square feet. With a median lot frontage of 25 feet and lot depth of 80 feet, a typical lot in this district is 2,000 square feet in size.

The NC-1 district permits medium-density residential and a variety of smaller commercial uses.

R-3, encompasses most lots facing side streets between Atlantic Avenue and Beach Thorofare. The minimum lot area for this district is 3,000 square feet for detached houses, 6,000 square feet for duplexes, 7,200 square feet for townhouses, and 2,400 square feet for attached houses. The median residential property is only 1,100 square feet in size. A typical residential property is 17 feet wide by 65 feet deep (approximately 1,100 square feet).

The district supports low-intensity residential uses and is home to many semi-detached houses and two-to-four family residential buildings.

3. Principal Findings

Ducktown’s zoning provides a wide array of permitted uses but is restrictive in terms of development regulations. The City and CRDA’s existing zoning regulations effectively render nearly all of the neighborhood’s historic core non-conforming by way of use or bulk requirements. Though residential properties are overall smaller in Ducktown than in other Jersey Shore communities, the density of Ducktown has long been one of its most defining features, and existing zoning regulations would significantly reduce density or require variances for the density of buildings and uses to

remain. Excluding institutional uses, the average lot size in the neighborhood is only 2,100 square feet, and the median square footage/footprint of a one-to-four-unit residential building in Ducktown is only 1,400 square feet. Excluding irregularly shaped parcels, the median lot dimensions in the neighborhood are 17.5 feet by 65 feet.

Existing development standards promulgated by both CRDA and Atlantic City are designed to encourage lot consolidation and decrease density in the neighborhood's historic core. Under the same standards, the neighborhood's largest tracts of vacant land (particularly in its beachfront locations) will likely see greater density and higher intensities of use than what is currently permitted in the neighborhood's core. As evident in previous master plans, public policy has been concerned with the neighborhood core's rapid densification over the past several decades. With the demolition of Pitney Village in 1999 and large-scale redevelopment associated with The Walk and casino projects, it is possible that less housing stock in the neighborhood (and incidentally virtually no housing added) led to the densification and multifamily conversions observed throughout the neighborhood. Much of this occurred in a neighborhood that was densely built to begin with, albeit likely as seasonal housing.

Consideration should be given to modifying the existing zoning to permit redevelopment and development on existing lots that are similar to existing conditions for lot area, setback, height and typology.

The resulting neighborhood experienced today looks both very similar and vastly different to the Ducktown of more than a half-century ago. While the historic core has remained more or less intact, the edges of the neighborhood have been profoundly reshaped. Industrial and railroad uses in the neighborhood's eastern section have since given way to highways and shopping malls. The dense beach blocks of boarding houses and hotels have become large casino resorts or vacant blocks, and large tracts of houses and buildings have become parking lots or highways.

4. Public Notice and Access to Planning Activities

Public notice requirements are required by New Jersey state law in order to inform those affected by zoning changes. As described previously, CRDA is a state agency that administers zoning in the Tourism District. The Atlantic City Planning and Zoning Boards have jurisdiction for planning/zoning applications in all parts of the City except those in the Tourism District.

Public meetings for both CRDA and the Atlantic City Planning and Zoning Board are subject to the Open Public Meetings Act, which is a State law enacted in 1975 that establishes the rights of all citizens to have adequate notice of and to attend meetings at which business affecting the public is discussed or acted upon. The law is codified at N.J.S.A. 10:4-6. The open public meetings law applies to any public body at the State, County, or municipal level of government.

Public hearings are required for most planning and development application-related actions in both the City's and CRDA's regulatory jurisdictions. While notice requirements for the meetings themselves are standardized, notice based on actions under consideration (e.g. re-zonings and development applications) are different.

CRDA

For development applications, public notice requirements are practically the same as those for other municipal planning and zoning boards in New Jersey. Public notice requirements are enumerated in N.J.S.A. 40:55D-12.

However, zoning change notification functions differently. Tourism District Zoning changes were most recently undertaken in 2017. These changes resulted in new standards as well as new and modified zoning districts. Public outreach was undertaken by five methods as described in the hearing document:

- (1) Publication of the complete notice of proposal in the September 18, 2017 New Jersey Register and on the Authority's website;
- (2) Distribution of copies of the notice of proposal to identified stakeholders in the Atlantic City area;
- (3) Electronic mailings of the notice of proposal to all individuals who signed up through the Authority's website to receive notices relating to rulemaking activity;
- (4) Distribution of copies of the notice of proposal to the members of the news media maintaining a press office at the State House Complex; and
- (5) Publication of two ads, which provided a summary of the notice of proposal and notice of the public hearings, on September 15, 2017, September 22, 2017, and September 25, 2017, in the Press of Atlantic City, the Courier Post, and The Star-Ledger

These public outreach efforts do not result in direct, targeted engagement to local residents or property owners. Unless residents or property owners are already privy to zoning changes and are actively seeking the information, they would not be aware of zoning changes.

For land use development applications, an applicant is required to notice all property owners within 200 feet of the subject property at least 10 days before a hearing by certified mail or hand delivery to each owner (in addition to local utility companies). Notice must also be published in the *Press of Atlantic City*.

For notice of individual applications, N.J.A.C. 19:66-10 states that applications for minor site plans or subdivision plats (e.g. 10,000 square feet or less) which an applicant certifies as conforming fully to all provisions and rules and that does not require exception, variance, or waiver can be viewed administratively and without a public hearing or notice. However, the Land Use Administrator is required to publish a Notice of Decision within a generally-circulating newspaper which summarizes the proposal. Individuals can file a notice of appeal within 20 calendar days of the publication of the Notice of Decision per N.J.A.C. 19:66-17.

Per N.J.A.C. 19:66-17.2, CRDA decisions are final agency actions that are appealed through direct judicial review of final agency actions by the Superior Court, Appellate Division. Hearing officer recommendations are not subject to appeal. Pursuant to the regulation, appeals under this provision are not contested cases subject to the requirements of the Administrative Procedure Act (N.J.S.A. 52:14B-1 et seq., 52:14F-1 et seq., or the Uniform Administrative Procedure Rules, N.J.A.C. 1:1.)

City of Atlantic City

For Atlantic City's municipal zoning districts still administered by the City, notifications of actions related to land use are governed by the same State laws affecting other municipalities in New Jersey.

Per N.J.S.A. 40:55D-62.1, zoning boundary or classification changes not recommended in a master plan re-examination require at least 10 days prior notice to the hearing by the municipal clerk to all owners of real estate located within the classification change area and within 200 feet of all directions for a zoning boundary change.

A protest against a proposed amendment or zoning ordinance revision can be filed with the municipal clerk and requires signatures by owners of 20 percent or more of the area of either the lots or land included in the proposed change or the lots or land extending 200 feet in all directions within or without the municipality. An amendment will not become effective following the filing of a protest except by the favorable vote of two-thirds of all the members of the City Council per N.J.S.A. 40:55D-63.

For individual projects, any interested party can appeal the decision of an administrative officer within 20 days by filing a notice of appeal with the officer, who must then transmit the administrative record of the action to the zoning board (per N.J.S.A. 40:55D-72).

For redevelopment areas, all properties within a designated redevelopment area are required to be sent to the last owner of record at least ten days prior to the public hearing. Notice is also required to be placed in a newspaper of general circulation in the municipality once each week for two consecutive weeks, and the last publication shall be not less than ten days prior to the date set for the hearing. At the planning board hearing, the planning board must hear all persons in attendance who are affected by the redevelopment determination, and all objections made orally and in writing enter the public record. Laws governing notice in redevelopment and rehabilitation areas are found at N.J.S.A. 40A:12A-6.

5. Parking, Transit, and Circulation

Ducktown has all of the components required of a true transit village. A significant portion of Ducktown is located within a half-mile of the Atlantic City Rail Terminal, and nearly all of the neighborhood is served by bus/jitney stops located on each of its through streets. Ducktown is unique in that nearly half of its commuting residents walk (22 percent) or take mass transit (28 percent) to work, compared to 11.2 percent and three percent of state commuters respectively, and 25 percent and 18 percent of Atlantic City workers respectively as of 2016. Just 41 percent of Ducktown's workers drove alone to work, which is three percent lower than the City's share and 30 percent lower than the State's share of workers. The high proportion of resident workers taking mass transit, the density of housing stock and commercial enterprises, extensive sidewalk network, and connectivity to the city and regional mass transit network all are characteristic of a Transit Village. The neighborhood has a unique opportunity to capitalize on this status and support transit-friendly developments.

Despite its high connectivity or perhaps because of it, parking was identified by both residents and stakeholders as a major concern in the neighborhood. The parking situation in Ducktown is particularly unique because of the large number of homes with no driveways or off-street parking as well as the major, large-format uses that have significant parking needs. This results in an observed

disparity, particularly in the off-season. Whereas casino garages or The Wave may be significantly under capacity, street parking in the residential core is close to capacity.

Much of the street parking in the neighborhood core is three-hour parking for visitors, with residents and those with guest permits permitted to park longer. Street parking, however, is relatively limited: it accounts for only 768 spaces, or approximately 6.6 percent of the neighborhood’s total. Private parking in the neighborhood dominates, with publicly-owned parking accounting for only 27.9 percent of all parking capacity in the neighborhood. The Trump Plaza and Caesars parking garages alone account for more than half (70 percent) of all parking in the neighborhood. The Wave garage permits free parking for residents when major floods or storms are anticipated.

Table 28: Estimated Parking Supply in Ducktown

Address	Spaces	Address	Spaces
14 S Mississippi Ave	56	Street Parking - Turnpike Road	28
2315 Atlantic	28	Street Parking - Atlantic	49
2319 Pacific	31	Street Parking - Atlantis	12
2510-12 Pacific	25	Street Parking - Fairmount	43
2516-24 Atlantic	25	Street Parking - Island Ave	13
Accessory - 11 N Florida	17	Street Parking - Mississippi	35
Angelo’s Fairmount Tavern	46	Street Parking - N Bellevue	21
Bass Pro Shops	241	Street Parking - N Florida	69
Boardwalk Hall	34	Street Parking - N Georgia	128
Bullshots Bar/Bare Exposure	123	Street Parking - N Texas	106
Caesars	5,364	Street Parking - Nevada	33
Callaghan and Thompson - 2428 Atlantic	10	Street Parking - S Bellevue	21
CRDA - Mississippi/Georgia	58	Street Parking - S Florida	46
CRDA- 2301 Fairmount	425	Street Parking - S Georgia	45
Delilah’s Den	50	Street Parking - S Texas	55
Doc’s Oyster House	39	Street Parking- Sunset Avenue	8
Ducktown Tavern Parking	156	Street Parking-Arctic	56
G&M Parking - 2417 Pacific	19	The Wave	1,180
Schiff - 2521 Pacific	37	Trump Plaza Garage	2,650
Soltz - 2517 Atlantic	30	Total	11,480
St Michael’s/Dante Hall	68		

Note: Parking spaces estimated through space counts, estimation (19 feet/vehicle), and published data. Both sides of Texas Avenue were included in Ducktown’s total, when applicable. Casino parking spaces from the Casino Control Commission (CCC).

In addition to parking facilities located in Ducktown proper, there are approximately 9,892 parking spaces in major facilities in close proximity to Ducktown. The vast majority of these spaces are located at other casinos (namely Bally’s and the Tropicana).

Ducktown’s parking situation is symptomatic of many historic urban areas. However, it is notable that, according to the 2016 American Community Survey, a Ducktown household had an average of 0.9 cars. This indicates that many households in the neighborhood do not own any vehicles. Much of

the neighborhood’s parking capacity is in private hands and is oriented towards Atlantic City visitors, leaving large areas of the neighborhood, particularly those nearest the beach, as empty parking lots for long periods of time. More than 23 acres of Ducktown’s surface area is set aside for parking, representing approximately 18.6 percent of the neighborhood, or an area equal to approximately three-quarters of the neighborhood’s core. In other words, the area of the neighborhood dedicated to cars is almost as large as the area dedicated to residences.

Table 29: Major Parking Locations Near Ducktown

Address/Location	Spaces
2601 Boardwalk	81
Atlantic City Convention Center	1,200
Atlantic City Public Safety	145
Bally’s	2,668
Our Lady Star of the Sea	59
Park Place	230
S California Ave	220
SJ Public	80
Tropicana	5,209
Total	9,892
Casino parking spaces from the CCC .	

The parking situation is further complicated by the intermittent availability of large parking area and prolonged periods of underutilization in many of the parking areas throughout the neighborhood. The Trump Plaza Parking deck, itself representing almost a quarter of the neighborhood’s parking capacity, is not available on a regular basis. Its high-profile location (it is one of the first noticeable landmarks upon entering the city through the Expressway) and adjacency to The Walk and Bass Pro Shops may make it desirable for future use, even though the parking garage is nearly 35 years old and is approaching the end of its service life. Meanwhile, existing parking decks such as The Wave experience considerable under-utilization and private and public service lots sit empty.

Over the past several years, Atlantic City has seen decreased vehicle traffic, and current trends in transportation have ameliorated the once-pressing need to provide parking in the City. In July 2018, traffic through the Pleasantville Plaza of the Atlantic City Expressway, which is used as a barometer of vehicle traffic in the City, was approximately 2.08 million vehicles even after the re-opening of two major new casinos. This is roughly the same number of vehicles that visited in 2013, and approximately ten percent less than the 2.3 million vehicles that went through the Plaza in 2009 at the onset of the recession. As of 2017, parking fees collected by the Casino Reinvestment Development Authority from casino hotel parking decks were at their lowest point in real values since at least 2000. This also indicates that use and value of parking in the City has declined.

Against the backdrop of decreased car trips to Atlantic City there are larger trends in parking that point towards excess parking capacity in the City and in Ducktown and a future where less parking is needed:

- Large cities such as Philadelphia and Portland and smaller cities across America have reduced or eliminated parking minimums, which drive up development project costs and take up considerable usable space in a development project. Generally speaking, urban developers require less parking due to a decrease in car use in urban areas.

- Ride-sharing services have become increasingly popular and widely-used for residents in South Jersey and nation-wide. Though usage statistics were not available, the general trend indicates that individual trips from destination to destination are being replaced with ride-sharing, which lessens the need for parking.
- Public transit use in the United States has increased faster than the rate of population growth since 1995. Atlantic City's robust transportation options include local and regional NJTransit bus routes, charter buses, intra-city Jitney service, and rail service. With the potential for rail service to Philadelphia and greater South Jersey being expanded in the future, commuting to, from, and within Atlantic City will likely be less car-dependent in the future.

These trends indicate that Atlantic City's past dependence on private automobiles for travel may decrease and that the need for surface and garage parking will likely follow national trends and decrease in the coming years. As Ducktown's residential stock is re-developed and ground-floor uses become limited to storage and garages owing to floodplain management standards, an increasing share of housing units in Ducktown will provide off-street parking and alleviate existing residential parking congestion.

Recommendations

A. Clean and Safe Neighborhood

- 1. Support community policing and camera infrastructure on Pacific and Atlantic Avenues to expand the City's successful technology network.** Crime in Atlantic City is a third of what it was five years ago, showing that Public Safety's crime prevention strategies are effective. Technology, including Risk Terrain Modeling and Project Protect Atlantic City Together (P.A.C.T.), a camera-sharing program between the businesses and the City, have worked to drive crime down. The P.A.C.T. is a \$12 million system lets officers link into cameras throughout the City. Over 1,400 cameras are virtually patrolled in the City's surveillance center. The expansion of this system to include cameras on Pacific and Atlantic Avenues in Ducktown will further enhance this successful system.
- 2. Mobilize a Neighborhood Watch Group.** Reducing crime was a major priority at the public meetings. Neighborhood watch programs have great potential to prevent crime and improve safety. To be effective, implementation will require working with the Police Department to recruit and educate volunteers. It is important that a neighborhood watch group has a visible presence on the streets, with reflective vests or other indicators that they are actively observing the neighborhood. Town watch signs should be posted around the patrol area to further deter crime or undesirable behavior.

- 3. Continue to organize annual neighborhood clean-ups.** The first neighborhood clean-up was a success thanks to the City's sponsorship and local participation. This event should be held annually or semi-annually to continue to build pride in the community and improve the appearance of the neighborhood. Vacant lots should be targeted for clean-up along with streets, alleys, parking lots and planters.

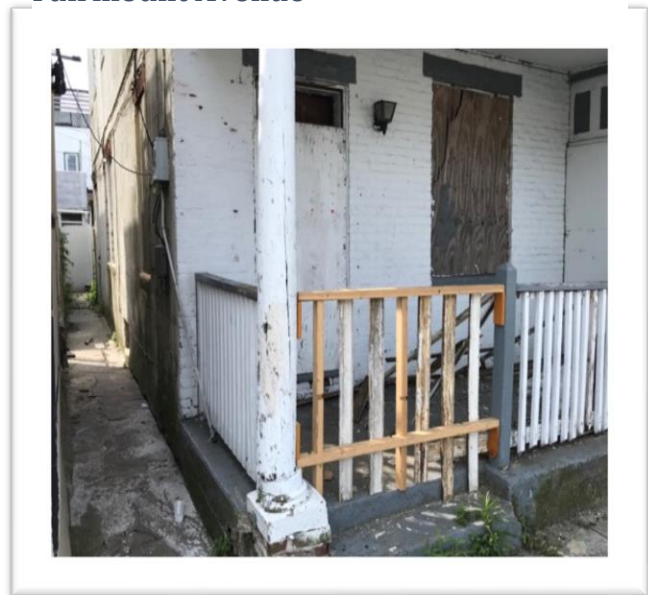


- 4. Monitor negligent property owners to address code violations.** Neighborhood disinvestment has resulted in vacant and dilapidated buildings that deserve code violations. It is important that the Department of Licenses and Inspections is notified about these buildings so that they can pressure negligent property owners to act. A code violation campaign should be launched that provides a simple way for residents to flag problem properties by notifying the association. The association can pass complaints along to the City and then report back to residents when the problem has been addressed.

5. **Improve street conditions.** During the physical survey, the planning team evaluated the condition of every street in the study area and classified them as good, fair or poor. Most of the streets were rated as fair with uneven sidewalks and tree grates. The neighborhood should work with the City and CRDA to prioritize and fund improvements to streets and sidewalks and coordinate those improvements with property owners who may be required to replace sidewalks as part of a development project anyway.
6. **Undertake façade and streetscape improvements.** Many of Ducktown’s commercial buildings were built in the early 20th century, and have faced over a century of weathering, repairs, and tenant fit-outs. These buildings remain in varying degrees of conditions, ranging from well-kept and decorated buildings to those with apparently-damaged wood, masonry, broken/covered windows, and other signs of deterioration. A façade and streetscape improvement program, which can be funded through the Casino Reinvestment Development Authority, Neighborhood Revitalization Tax Credits and other economic development funds, could assist property owners in aesthetically improving building facades. Ducktown sees considerable foot and vehicle traffic, and the state of deterioration in its business districts is apparent. A façade and streetscape improvement program would benefit all users of the neighborhood’s commercial districts, making the districts more desirable as a place to live and spend time and money. This could also have the effect of encouraging new tenants to set up shops in the neighborhood.

7. **Advocate Redevelopment of Abandoned Buildings.** Support a special tax sale or receivership of abandoned properties so that they can be transferred to developers for rehabilitation. Tax sales are among the tools that municipalities have to address properties that have been abandoned and have outstanding tax liens. Special tax sales can transfer the ownership of absentee properties to investors seeking to improve housing stock and return a property to economic use. There are a number of vacant/abandoned properties throughout Ducktown, some of which have been in that state due to foreclosure, flood/fire damage, or absentee owners.

Figure 8: Abandoned Property, Fairmount Avenue



The Action Plan includes using the full power of the Abandoned Properties Act to take control of these properties. Use CRDA funds to expedite the title work, appraisals, legal work and rehabilitation and have the Atlantic County Improvement Authority (ACIA) oversee the rehabilitation and resale. The ACIA has decades of experience in

rehabilitation. A memorandum of understanding should be executed by the City, CRDA and ACIA to ensure the success of this very important program.

8. Expand neighborhood maintenance efforts. Trash on streets and sidewalks makes the wrong first impression to visitors and potential investors. Recognizing that many of the residents and businesses consulted during the plan preparation indicated a need to keep the neighborhood clean. Listed below are a few ways to address this issue:

- The association has already lobbied the CRDA to provide additional trash and recycling containers.
- Promote and enforce the requirement that trash totes be removed from the curbside by 5 pm on trash collection day, to reduce clutter on the streets.
- Work with the CRDA to complete periodic pressure washing of sidewalk.
- Work with the City to extend regular street sweeping services.

9. Undertake improvements to the Ducktown streetscape to address the physical aspects of the neighborhood that enable or contribute to crime. Risk terrain modeling identifies physical aspects of the city landscape that contribute to crime. Rather than targeting people, addressing the landscape may make the neighborhood a less desirable place for crime to occur.

B. Neighborhood Enhancement

1. Improve neighborhood group outreach and engagement. It is important that the Ducktown Neighborhood Association continue to grow and engage with the residents. The association must continue to be informed and open to the entire community. Ways to expand the reach of the association includes:

- Sharing community meeting dates, locations and agendas with all neighborhood groups, the newly formed Atlantic City Executive Council (which includes a member from civic associations), community-based non-profits and the media.
- Circulating newsletters, expanding the reach of the Facebook page and creating a phone tree or some other organized means of disseminating information.
- Reaching out to absentee landlords and renters is an important step to address pressing neighborhood issues.
- New residents should be welcomed and engaged by the association.
- Each new business should be celebrated with a local ribbon cutting or similar event to welcome positive change.

The block captain system is a potential way to organize the neighborhood and to get more people involved.



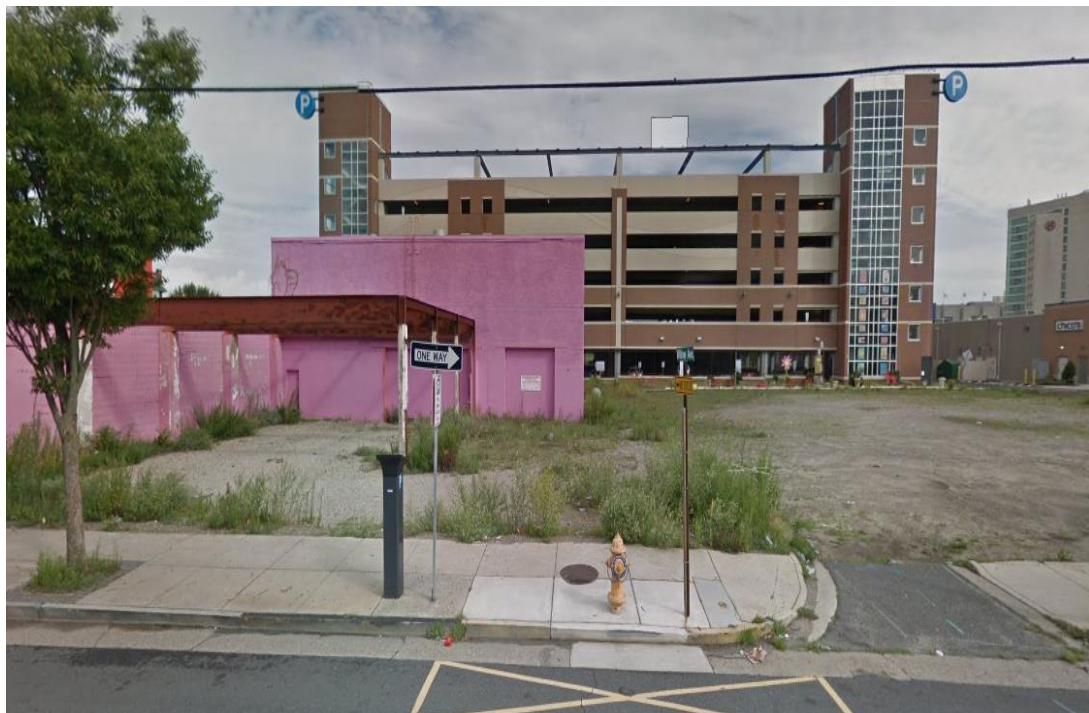
2. Support the creation of murals throughout the neighborhood.

There are plenty of canvases primed for creative transformation in Ducktown; vacant lots, blank walls, empty buildings and a variety of other sites that could be spruced up. Through the *48 Blocks Atlantic City* effort, artists are welcomed to the community to transform sites throughout the City. The neighborhood should identify appropriate sites and obtain permission from the owner, then coordinate and encourage murals to activate the area.



3. **Continue to promote ways for youth to express pride in the neighborhood creatively.** During the planning process, a poster contest was sponsored by O.C.E.A.N, Inc. to create pride in the neighborhood. Texas Avenue school children participated in this contest that was held in conjunction with a neighborhood clean-up. This effort should continue to build pride in the neighborhood’s ongoing revitalization. The neighborhood association can work with the Texas Avenue School to coordinate an effort to engage the students to participate in this and other events.
4. **Identify potential sites for ARTeriors displays.** In a continuing effort to bring more of the arts to Atlantic City, the Atlantic City Arts Foundation has developed ARTeriors — a program that is hoped to be an ongoing event to “highlight the redevelopment and renewal of Atlantic City by inviting artists to create temporary installations within condemned buildings, properties slated for renovation or sale, and possibly outdoor spaces.” Given that Ducktown area is considered the Arts District of the City, such an event is a perfect fit and will bring additional interest and foot traffic to the neighborhood.
5. **Encourage pop-up eateries in Ducktown.** Pop-up eateries was are a unique way to activate vacant spaces and to attract new visitors to an area. There are local non-profits who are interested in operating pop-up eateries in Atlantic City. Ducktown is an ideal location given its walkability, close proximity to The Walk, The Art Garage, Dante Hall and Boardwalk Hall.

Figure 10: Proposed Before and After, Community Center Site at Arctic Avenue





6. **Expand the capacity of neighborhood groups and encourage them to have a louder voice in the community.** The *Atlantic City: Building A Foundation For A Shared Prosperity* states “Community engagement is a core element of legacy city revitalization.” Funding from programs like the Wells Fargo Regional Foundation and Neighborhood Revitalization Tax Credit funds must be managed by the neighborhood-based non-profit organization. The Ducktown Neighborhood Association can qualify for these funds if it has 501c3 status and complies with the requirements of a non-profit. There is also the potential for staff funding as well.
7. **Create the Ducktown Community Development Corporation.** A community development corporation (CDC) is a non-profit entity that can serve as an agent through which grants, financing, and community development funds pass in order to improve the neighborhood. The Ducktown CDC would entail a full-time staff, budget and resources to deliver services to the neighborhood and serve as representatives between the community and government. The Ducktown CDC would be the lead or primary project partner on many of the recommendations outlined in this report.

The makeup of the CDC Board is flexible, and membership should be designed to maximize the decision-making process. Many CDC’s include some level of resident representation. Key stakeholders from the neighborhood should be involved on the Board as well.

8. **Maintain an authentic sense of place.** Ducktown has a rich history. Improving the quality of life makes it easier to attract new businesses and new residents. Placemaking speaks to the character, style and aspirations of the neighborhood. Ducktown has a growing arts district that is anchored with Boardwalk Hall, the Arts Garage and Dante Hall that should be expanded.
9. **Develop a Ducktown branding/marketing scheme and a buy local campaign.** Funds should be allocated to retain a branding and marketing consultant to develop a range of

identity graphics that reflect the many facets of Ducktown’s character. As a lower-cost alternative, the association should engage local artists and college students to develop a graphic identity for Ducktown. The graphic identity can be expressed through postcards, posters and a Ducktown web site. Online and print media will need to be supplemented by physical installations at the entrances to the neighborhood using the same graphic look. Given that Ducktown is home to well-known local businesses, the marketing campaign should incorporate a “buy local” initiative. The intent is to promote local business and encourage neighbors to discover and shop and dine in Ducktown.

Figure 11: Arts District Graphics



10. Organize events to boost foot traffic and promote businesses. Community events already help define Ducktown. The Wedding of the Sea Festival and Second Friday Receptions at the Arts Garage have been tremendously successful in bringing people together and marketing the neighborhood. These efforts should be reinforced and expanded. Specifically, local partners should seek to:

- Work in cooperation with Tanger Outlets to provide street concerts and shopping and dining specials with participating merchants.
- Leveraging Jim Whelan Boardwalk Hall by cross marketing the Ducktown eateries with ticket sales for various events.
- Consider a holiday festival around Christmas that would include special, live music and holiday lights.



11. Support smart cities technology. A smart city is a municipality that uses information and communications technology to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare.

The City has already started to employ Smart Cities Technology for crime prevention in a very cost-effective manner; however, there are many other applications for this technology. It is recommended that this technology be used to synchronize traffic signals, to improve trash and recycling collection, to provide information to residents and visitors as well as to leverage new business development.

C. **Planning & Zoning - General Planning Recommendations**

- 1. Explore opportunities to create live-work units in the neighborhood.** Live-work units can be successful when they develop organically as groups of artists, small scale boutique industry, artisans and other creative individuals in older, non-residential structures who gradually improve them over time. Live-work units can also be successful when developed by a non-profit entity with an interest in ensuring that spaces are used as living and working spaces by making them affordable to artists and assuming a management role that works to ensure the long-term viability of the project.
- 2. Modify bulk and area standards (particularly for larger lots) to ensure that new development is contextually appropriate.** Much of Ducktown's core residential section is located on lots that are non-conforming by today's zoning standards. These zoning standards were likely put in place to reduce density and encourage lot assemblage. However, they have created standards that are not contextual with the neighborhood. Each zoning district in Ducktown's core neighborhood features very low building and impervious coverage requirements. Setback requirements are also very difficult to meet for nearly all lots in the core neighborhood. Zoning standards should be modified so that new and re-development match the walkability and tightly-woven fabric of the existing neighborhood. New zoning standards should encourage similar levels of density provided that overcrowding conditions and illegal conversions are mitigated with newer, safer housing stock that is contextual to the neighborhood. Zero-foot front yard setbacks for residential buildings should be permitted. Commercial buildings should be constructed to have a zero-foot setback on its fronting street, except in the case of courtyards with seating appurtenant to food services. Commercial buildings not shall have parking permitted in the front yard of properties. Additionally, maximum impervious and building coverage for properties should be increased along setback requirements and minimum lot areas in order to retain the existing fabric of the community.
- 3. Modify height restrictions for new and elevated buildings.** The skyscrapers that dominate the skyline of many parts of Atlantic City are mostly absent in Ducktown, excepting at beach and casino areas. Maximum permitted heights of buildings in the neighborhood core are similar in both CRDA and Atlantic City districts (35 feet). However, both CRDA and Atlantic City measures height from the base flood elevation. Owing to the length of time between updates to FEMA flood maps and rising sea levels that are not currently accounted for in existing flood maps, the level of risk for building design is accounted for in freeboard, which is a measure of safety added to the base flood elevation. Because freeboard can be more easily modified to adjust for risk, building heights in Ducktown should be measured from the design flood elevation (which is the base flood elevation plus freeboard) or from the bottom of the finished first floor. This will help to ensure that buildings remain at a contextual height while removing barriers to mitigating flood risk in the neighborhood's buildings.

- 4. Modify parking requirements and consider innovative parking strategies.** Long-term trends in parking will likely reduce the need to provide large amounts of parking in Atlantic City, and there is a large supply of parking already in the neighborhood. For determining a development's required parking, CRDA defers to the NJ Residential Site Improvement Standards (RSIS), whereas Atlantic City has developed its own parking standards for nearly all types of developments. The Residential Site Improvement Standards allow for municipal development approving authorities to grant exceptions to development standards (including parking) owing to impracticability, undue hardship, or peculiar conditions pertaining to the development.

Though Atlantic City permits collective provision of parking spaces for certain commercial uses, all residential parking requirements must be met on site, and only hotel/casino-hotel uses are permitted to provide less than the required number of spaces at the approval of the Planning Board. Reductions in parking requirements are also permitted for locations within 300 feet of a public transit route (a requirement affecting most properties in the neighborhood), and to only 50 percent for office and similar uses and 85 percent for retail or similar uses, with no reductions permitted for hotels and casino hotels.

Atlantic City's and CRDA's parking standards offer limited remedy for parties looking to provide less than the required amount of parking, and it is not likely that developers or applicants are encouraged to do so. The City's Planning/Zoning Board and Planning Department as well CRDA should be permissive towards developers and applicants seeking to provide less than the required amount of parking. Additionally, boards and planning staff should encourage applicants to provide innovative and strategic parking solutions, such as shared parking, on a neighborhood basis rather than on an individual project basis. For non-residential projects, applicants should be encouraged to develop "park-once" strategies for visitors, allowing them to leave their cars in a single location and use the City's mass transit, ride-hailing, or ride-sharing to travel within the City.

- 5. Utilize innovative and cooperative parking solutions.** Off-street parking in the historic core of Ducktown is less plentiful than it is at the neighborhood's edges and particularly in the tourism-dominated areas.

Parking incentives (such as free parking provided by the B & B-managed parking lots for shoppers at The Walk) should be expanded to provide discount parking at The Wave garage and other locations to patrons of local shops and restaurants in Ducktown.

The neighborhood has a long history of demolishing buildings to provide parking lots. This type of development is contextually inappropriate for the neighborhood, resulting in large, suburban-style parking "dead zones" in the middle of urban neighborhoods. This trend should be discouraged and reversed, allowing the lands to revert back to a more economically and socially productive use such as housing, neighborhood amenities, and commercial spaces.

- 6. Reflecting the City's transportation options, the neighborhood should be encouraged to develop as a Transit Village.** Using the criteria developed for communities becoming a NJ Department of Transportation-designated Transit Village,

development regulations in Ducktown should be modified to encourage high-density mixed-use development on vacant properties close to the rail terminal along with pedestrian, bike, and mass transit amenities. For example, covered bike racks should be required for multi-unit dwellings as well as commercial and institutional establishments. The implementation of projects suggested in the Atlantic City Bicycle and Pedestrian Master Plan should also be encouraged, in addition to addressing pedestrian hazards in the neighborhood caused by encroachments and tree roots.

- 7. Make Atlantic City's and CRDA's development standards consistent in Ducktown.** Despite being quite similar in character, blocks bordering Texas Avenue regulated by Atlantic City in Ducktown are located in separate zoning districts than those in the Tourism District. The City's and CRDA's zoning standards should be modified and standardized to encourage contextual design and maintain the neighborhood's integrity. These new districts should reflect realistic and contextual bulk standards and support the elevation of individual properties using fill to safeguard against future sea level rise.
- 8. Develop interior property standards.** Ducktown has many lots that are located along alleyways or are landlocked with no street access. Development and re-development standards should be created specifically for small lots such as these to incentivize improvements and flood resilience. When interior or bordering properties are redeveloped or improved, the City and CRDA should support and secure access between these lots through easements or similar measures to ensure the long-term use and access of these unique interior properties. Bulk standards should reflect realistic building sizes and impervious/lot coverage, including allowances for higher coverage and local solutions for shared parking.
- 9. Remove or modify existing dwelling unit density standards.** Dwelling unit acreage limits (such as the 25 dwelling units per acre currently permitted in the Ducktown Arts district) have the effect of limiting residential unit sizes dependent upon lot sizes. For example, a 25-dwelling unit per acre standard results in developments whose dwelling unit size must be at least 1,742 square feet at maximum density, assuming all other requirements are met. A studio apartment or granny flat approximately 500 square feet in size would exceed density requirements because the density of such a unit is 87 dwelling units per acre. Flexibility with unit sizes and typologies should be encouraged, allowing developers and applicants to tailor unit dimensions to target markets. Average apartment unit sizes in the United States have decreased significantly, even as average single-family detached home sizes have increased as household sizes shrink.
- 10. Reexamine landscaping requirements in order to facilitate neighborhood resiliency and safety.** With neighborhood beautification identified as a concern of residents, the types of trees and arrangement of landscaping needs to be comprehensively addressed to promote beautification while ensuring a degree of consistency and safety to pedestrians, residents, and property owners. Low-maintenance plants should be encouraged, particularly in public rights-of-way. Street trees should be selected that are tolerant to salt and that would not cause sidewalk damage owing to its roots.
- 11. Increase height requirements.** Modify zoning to provide for redevelopment with first floor commercial and three stories of residential above.

12.Reduce parking requirements. Revise residential parking standards to tie the requirement to the neighborhood population (0.9 cars per unit).

D. Planning & Zoning - CRDA Tourism District Zoning Recommendations

- 1. Consolidate and modify CRDA zoning boundaries to enhance consistency between districts.** The Resort Commercial Zone currently in place for the beach blocks should replace the Thorofare Waterfront District along the bay and expand to include the large CRDA-owned parcel (Block 389, Lot 1) at the intersection of Fairmont and North Georgia Avenues. The CBD Zone currently in place at the western end of the neighborhood (between Texas Avenue and Florida Avenue) should be replaced with the Ducktown Arts District. The Arts District should be expanded westerly towards Chelsea to include Blocks 275, 276, 277, and 278.
- 2. Prohibit “big box” stores in all sections of Ducktown.** “Big box” stores such as the Bass Pro Shops and suburban-style supermarkets are land and parking-intensive and are not conducive to fostering a walkable, vibrant streetscape desired for the neighborhood. These types of developments should be prohibited. This type of large-format retail is currently permitted in the CBD Zone, which comprises the eastern section of the neighborhood.
- 3. Match building height standards to Atlantic City’s standards.** Zoning standards for similar zones (e.g. Ducktown Arts and NC-1) should have the same or similar building heights. Atlantic City’s building height is measured from the base flood elevation plus freeboard (design flood elevation) whereas building heights in the Tourism District are measured from the base flood elevation. The Tourism District’s standard should match that of the City’s.
- 4. Develop amenity-rich, community-accessible and contextual programming for large-scale redevelopment sites.** The closure of Trump Plaza and existing large expanses of parking lots and vacant lots in the neighborhood present a unique opportunity for large-scale redevelopment that is wholly different from the types of casino resort properties built throughout the 20th century. These sites offer important opportunities for the neighborhood’s future.

Programming on these sites should be appropriate for both tourism and recreational uses, with a high degree of visual and physical connectivity between the neighborhood, the waterways, and the redevelopment sites. The former South Jersey Gas site along Turnpike Road is very suitable for a park or recreational development, owing to its close proximity to the residential core. Residential use should be limited on the South Jersey Gas site due to past contamination, and the expansive area suitable for a variety of recreational programming that is lacking in this part of the City, such as soccer fields. The former Trump Plaza site is well suited for high-amenity tourism-related uses and would likely be enhanced with the demolition of the former casino’s parking garage to establish visual connectivity to the new development.

Figure 12: Proposed Fairmount Avenue Redevelopment Rendering

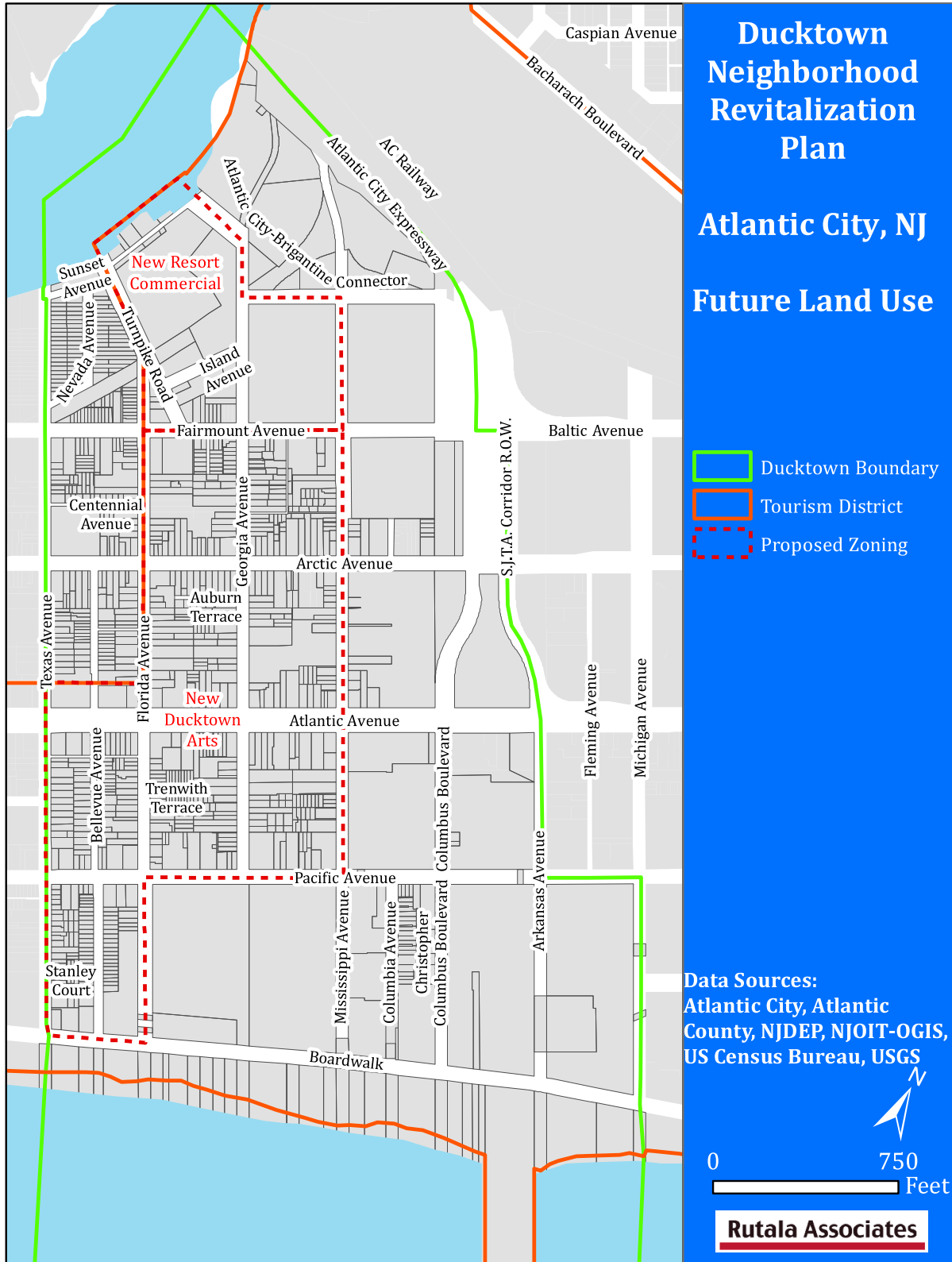


E. Planning & Zoning - Atlantic City Municipal Zoning

Consolidate and modify City zoning boundaries to enhance consistency between districts. As described previously, the City's zoning standards in Ducktown should match those in place in the Tourism District. The City's zones also have an opportunity to be consolidated in order to ensure consistency in the neighborhood. The remaining MCRD Zone along Fairmount Avenue should be removed and replaced with a NC-1 District. Alternatively, the NC-1 District should be considered to replace the R-3 District, which will create a continuous zone in the City-regulated portion of Ducktown that can foster new ground-floor commercial activities and retain existing housing stock.

- 1. Expand permitted uses in the NC-1 Zone.** Permitted residential uses should be expanded to include multiple-family dwellings (including duplexes with and without first-floor commercial), accessory housing units, and small boutique hotels/condo-tels. Permitted commercial uses may include business services, financial services (except those with drive-through facilities), general retail uses excepting motels, materials supply retail and showrooms, personal services/custom crafts, all food and beverage uses, all office and professional uses, bakeries for manufacturing, marine craft and accessories sales and merchandise (including ecotourism), all educational uses, studios and media offices, all cultural, recreational, and entertainment uses, government offices, post offices, and civic, social, and fraternal association meeting places.

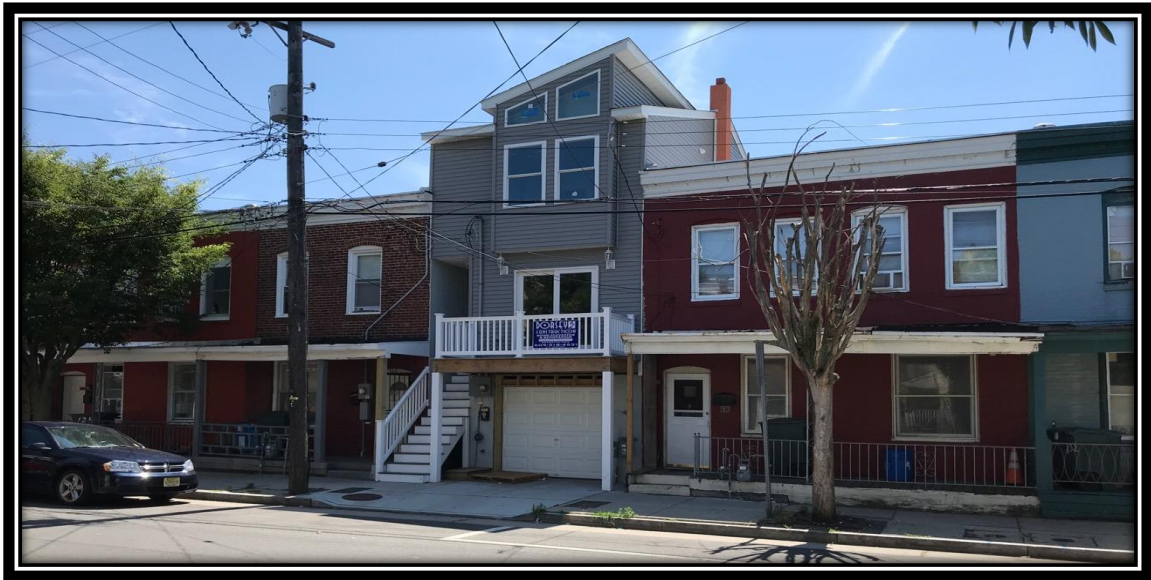
Map 14: Future Land Use



F. Resiliency Improvements

1. **Assist homeowners, investors, and other owners to bring properties into flood compliance, thereby reducing flood insurance costs, increasing property values and leading to a stronger neighborhood.** Building renovations are capital intensive and often complicated in older buildings such as those found in Ducktown. Property owners may opt to pass these costs on to tenants, resulting in higher rents. Grants that address home elevation are available to reduce the costs and ensure that Ducktown remains affordable as the housing stock is improved.
2. **Stormwater management Improvements.** Determine if the Atlantis Avenue flood pump system can be used to reduce flooding in the Ducktown Neighborhood.
3. **Rebuild the back-bay bulkheads.** The United States Army Corps of Engineers has completed a federal interest determination in 2014 that proposes the reconstruction of the bulkhead along Sunset Avenue from the Expressway to Albany Avenue. The total cost at the time was \$6.9 million and the Army Corps has committed to fund two-thirds of the cost. This bulkhead is in deteriorating condition and breaches have occurred that can impact the infrastructure in the adjacent roadway. These bulkheads should be replaced to protect the Ducktown Neighborhood.

Figure 13: Rowhome Elevation on North Georgia Avenue



G. Economic Development

In response to the economic development assessment, a three-pronged strategy is proposed:

- Support businesses in the existing community and give them capacity to grow and self-determine.
- Develop new amenities and opportunities to grow tourism in the neighborhood, particularly near the casinos.

- Foster linkages between new and existing businesses in the core neighborhood and tourism dominated areas. These strategies include the following recommendations:

1. Support businesses in the existing community and give them capacity to grow and self-determine:

Provide business counseling and seed funding. Ducktown is home to many local established businesses and national chains and franchises. These types of businesses typically have an easier time starting and running a business than new small business owners, particularly those who are immigrants or new to the area. Ducktown or Atlantic City as a whole would benefit from having a business development point-person that would assist new or prospective businesses connect with the City administration, existing business services, and provide information to businesses about incentives and initiatives. Such a position would help new businesses navigate various aspects of development, and potentially provide micro-loans or other seed funding to benefit businesses needing marginal assistance. The organization of local businesses into a hyper-local chamber of commerce or involving them with the Ducktown Neighborhood Association would further build local support and capacity to advocate for the neighborhood.

2. Develop new amenities and opportunities to grow tourism in the neighborhood, particularly near the casinos.

- a. **Create a Neighborhood Park to serve the Ducktown community.** The Ducktown Neighborhood Park proposed for the former South Jersey Gas site will transform the neighborhood's waterfront into a more attractive, utilized, and amenity-rich space that will benefit residents, visitors, and new businesses in Ducktown. Though the project is more directly a recreation and resiliency one, the project could catalyze eco-tourism and related industries in the neighborhood and foster waterfront uses in the area.



- b. Redevelop Trump Plaza.** The Trump Plaza Hotel and Casino closed in 2014, resulting in significant job and visitation losses to the neighborhood. With the casino's closing, the demolition of large sections of the site have been reported. As of 2018, the portion of the property between Mississippi Avenue and Columbia Place is planned to be demolished, with the tower located along the Boardwalk and the parking garage expected to remain. The Trump Plaza site includes a two-block area

Figure 14: Concept for Trump Plaza Redevelopment



covering approximately 10 acres between Atlantic Avenue and the Boardwalk in one of the most visible spots in the neighborhood, if not Atlantic City. Nearly all travelers on the Atlantic City Expressway heading into the City are deposited at the intersection of Atlantic Avenue and Columbus Boulevard where the Trump Plaza garage is located.

Conceptual plans for the gateway site include an Atlantic City Live! type development with eateries, shops and entertainment venues. Mixed use development including hotel accommodations, offices and condominiums could also be developed. All plans to date call for the parking garage to remain to provide parking for The Walk and Boardwalk Hall. The garage creates a barrier that limits the visual corridor that would link The Walk and the Boardwalk.

If the garage must remain, it should be reskinned to eliminate the blank wall that currently exists and include an art theme to complement the Arts District. The surface parking lot along the Atlantic Avenue frontage should be replaced with an active area that is an attraction to residents and visitors alike. A well landscaped park or additional shops and restaurants can occupy the first floor. The potential for two to three story townhouses above first floor commercial should be considered to bring year-round residents to Atlantic Avenue.

The redevelopment of the Trump Plaza site (which is located entirely within the CRDA Tourism District) would have considerable impacts on Ducktown and would represent one of the largest redevelopment sites in Atlantic City's recent history. The site is just outside of the neighborhood's historic core. Any new developments on this site should reflect and incorporate the existing neighborhood, serving to link the more tourist-oriented, Boardwalk-facing section of the City to Ducktown's core.

In recognizing that a new development at the Trump Plaza site would likely be tourist-oriented, the neighborhood should be active in helping to guide the site's

redevelopment and ensure that new activity here is complementary to and inclusive to the rest of the neighborhood and does not serve to separate the neighborhood from visitors.

Figure 15: Trump Plaza Parking Lot Re-Skin Concept - Lighting



Figure 16: Trump Plaza Parking Lot Re-Skin Concept - Façade



- c. Redevelop the West Hall of Jim Whelan Boardwalk Hall.** The nationally-recognized and historic Boardwalk Hall is bordered to the west by the 212,000+ square foot West Hall that was added in the early 1970s for parking and support

space for the main hall. The site comprises approximately five acres and nearly 400 linear feet of space along Pacific Avenue. In 2014, murals depicting aquatic life were unveiled along the Pacific Avenue side of the building in order to enhance the building's aesthetics. Given the apparent underutilization and costly repairs of the building, the site is a prime candidate for redevelopment given its valuable location adjacent to Boardwalk Hall and the neighborhood's historic core. A new development could incorporate parking for the Hall, while making Pacific Avenue pedestrian-friendly, active, and allowing vistas to the Boardwalk and Atlantic Ocean.

- d. **Redevelop the Playboy Casino Site.** The former site of the Playboy Casino comprises approximately 2.75 acres of an "L"-shaped site between South Bellevue Avenue and Boardwalk Hall between Pacific Avenue and the Boardwalk. This site borders the aforementioned West Hall and includes nearly a city-block worth of vacant land. An approximately 350-foot stretch of the property along the Boardwalk was recently redeveloped into retail/arcade space, though the balance of the two-acre lot between South Florida and Bellevue Avenues is vacant. This site, alongside the adjacent West Hall site, comprises approximately 7.6 acres and nearly 600 linear feet of frontage along Pacific Avenue and the Boardwalk. Taken together or separately, the sites could be redeveloped into valuable tourism assets that could be designed to be better connected to the Ducktown neighborhood.
- e. **Redevelopment of the CRDA vacant properties.** The CRDA has land banked various properties in the City that are prime for development and with the proper development will energize the Ducktown neighborhood. We will limit discussions to two properties, the Georgia at Atlantic Avenue Site and the Georgia at Fairmount Avenue Site.

The Georgia at the Atlantic Avenue Site consists of a series of parking lots that bisect the City block and could be used to leverage the redevelopment of this valuable City-block directly in front of Jim Whelan Boardwalk Hall. This site should be developed in a way that is consistent with the downtown streetscape that surrounds it. In the short term the shrubbery along S. Georgia Avenue should be replaced with decorative fencing to reduce litter accumulation and improve visibility.

The Georgia at the Fairmount Avenue Site is a rarely used parking lot and it is temporarily used for boat storage. Given the effort to have this area designated as a Transit Village, a multi-story mixed use development is appropriate for this site. Residents will have commuter rail access to Philadelphia and destinations west of the City, while patronizing the Ducktown area. Commercial and office uses are also appropriate for this site, with parking on the lower floors. This site has tremendous potential not only for the Ducktown neighborhood but for the entire City to provide a first class live – work environment.

Careful consideration should be given to the future development of both of these sites since they have a considerable impact on the future of the Ducktown Neighborhood.

- f. **Encourage local hiring when possible in new developments and locally-owned business.** The Ducktown Revitalization Strategy envisions continued reinvestment which promises to create a range of new employment opportunities. There are large,

development-ready sites that could become major employment centers accessible to job seekers in Ducktown such as the former Trump Plaza.

3. Foster the growth of new enterprises and development that fill in the gap between the established community and the more tourism-dominated areas.

- a. Promote large-scale or anchor redevelopment of certain properties.** Several large, development-ready properties are available in Ducktown and should be marketed for uses desirable to the neighborhood. These properties include the CRDA-owned parking lot at the intersection of Georgia and Fairmount Avenue, the vacant properties along on Arctic Avenue adjacent to the Arts Garage, the parking lots between Atlantic and Pacific Avenue, and the various unused surface parking lots along Atlantic and Fairmount Avenues.
- b. Reactivate Jim Whelan Boardwalk Hall as CRDA headquarters and Incubator Space.** The CRDA should incorporate a business incubator into Boardwalk Hall in order to foster neighborhood entrepreneurship. The neighborhood and incubator space could be positioned and promoted to be a central location for emerging start-ups, which would further encourage the neighborhood's unique identity and become a regional hotspot for new and growing start-ups. Additionally, CRDA should relocate its administrative offices to vacant space at Boardwalk Hall in order to infuse the neighborhood with new professional employees working in the neighborhood.
- c. Promote Ducktown for office and professional Uses.** Ducktown's adjacency to mass transit and amenities may make the neighborhood a suitable place for new or renovated office space. Studios for design professionals, currently encouraged as part of CRDA's Ducktown Arts zoning, may also find Ducktown to be appealing places to work. Several professional offices are already located along Atlantic Avenue. A "Work@Ducktown" promotional campaign or incentive program could serve to attract new and existing businesses to the neighborhood. The promotion could emphasize existing redevelopment opportunities as well as the neighborhood's ample supply of historic and architecturally-distinctive buildings.

H. Expand the Neighborhood's Arts and Culture

- 1. Build on the existing Arts Programs.** The Neighborhood Association, local leaders, and partners such as Stockton and the Atlantic City Ballet have long been undertaking an effort to position the neighborhood as an arts district in Atlantic City. These efforts have so far been successful, inclusive of the addition of the Arts Garage with studio/gallery spaces, performances at the renovated Dante Hall, and public art in locations throughout the neighborhood (perhaps most notably the Pacific Gardens location along Pacific Avenue). Despite these strides, the neighborhood can continue to benefit by bringing more attention, visitors, and patrons to support the arts in the neighborhood. The State of New Jersey offers several grants and financing supporting the arts, including for capital facilities, operating, and program support. Non-profits such as the South Jersey Cultural Alliance and the Dodge Foundation as well as private individuals and businesses can also be tapped to provide arts support. Connections to the neighborhood's immigrant communities would greatly enhance Ducktown's status as an art neighborhood and

facilitate expression and cultural connections. Partnerships with organizations such as Ocean, Inc. and AC DEVCO can connect arts to community economic development.



2. Use Historic Preservation as an Economic Development tool.

Historic preservation has been used as an economic development tool for communities across the world. Neighborhood historic preservation – including the placement of buildings and neighborhoods on the National and State Registers of Historic Places – brings attention to areas with significant, historic and cultural contributions. Ducktown’s history as a home for Italians and Italian-Americans, and its more recent history as a home for immigrants from all over the world coming to work in Atlantic City contributes to both the City’s and state’s tourism history makes it an ideal

candidate for historic preservation efforts. In 1979, a historic resources survey identified many buildings in the neighborhood (particularly between Artic and Pacific Avenues) that could be eligible for listing on the New Jersey Register of Historic Places as part of a neighborhood district.

It is recommended that Atlantic City establish a historic preservation commission and that the City become a Certified Local Government. The enabling ordinance can be crafted to allow for new development and prevent regulatory hurdles to redevelopment and rehabilitation. Participation in historic preservation activities may provide financing opportunities for building rehabilitations and history projects undertaken by area non-profits.

A Ducktown Historic District, encompassing much of the neighborhood, would facilitate an “opt-in” approach that allows property owners to voluntarily participate in the program while giving structure to community members and associations who wish to underscore the neighborhood’s history.

If Atlantic City becomes a Certified Local Government, the City can qualify for various grant programs.

I. Transportation

- 1. Pave Atlantic Avenue and Fairmount Avenue.** As a result of the road survey that was conducted as part of this study the entire length of Atlantic Avenue from Missouri Avenue to Texas Avenue and the one block area of Fairmount Avenue from Missouri Avenue to Mississippi Avenue were prioritized for paving. As a result of this finding that City has applied to NJDOT for funding to mill and overlay these streets.

2. **Encourage Car Share Services to Provide More Car Share Locations Locally.** Car sharing services provide a greener way to get around the city. Car sharing takes more cars off the street, reduces demand for parking and supports sustainable transportation choices. The option is popular with millennials that will continue to be a growing population in the City. Car sharing is also a more affordable way to have access to a personal vehicle because insurance costs and gas charges are included in membership fees. A potential site for a car share service is the Arts Garage.
3. **Advocate for Implementation of Planned Improvements to the Pedestrian and Bike Network.** The *Atlantic City Bicycle and Pedestrian Plan, 2013* includes a variety of recommendations to improve pedestrian and bicycle safety and mobility. Collectively, the Plan provides the City with a blueprint to guide the development of a comprehensive network for biking and walking. The Plan includes the following recommendations that effect the Ducktown area:
 - Improve pedestrian safety at high crash locations with a focus on the intersections of Atlantic and Michigan Avenues and Atlantic and Missouri Avenues.
 - Provide for a bike boulevard on Sunset Avenue from Atlantis to Texas Avenues.
 - Engage local artists to design bike racks for the Ducktown neighborhood and place them near parks, commercial areas, and schools.
 - Install bike retail kiosks similar to the kiosks located at Showboat and the Claridge within the neighborhood.

J. Human Capital

1. Livability

- a. **Leverage the Opportunity Zone designation to develop economic opportunity and jobs for neighborhood residents.** The Opportunity Zone designation may facilitate an influx of investment into the neighborhood. Atlantic City and the neighborhood should develop and support projects that are ideal candidates for Opportunity Zone funding. This can be accomplished through marketing select products and enhancing the City and neighborhood as a place for doing business. This can occur concurrently with larger attempts to grow the regional economy.
- b. **Foster mutual and direct assistance programs through logistical support, technical expertise, and existing City resources in order to assist residents who may not qualify for existing government aid.** Citizenship and other requirements for social services programs hinder the ability of immigrants and others to qualify for traditional forms of aid. The neighborhood can support efforts to create mutual aid, clothing drives, and similar efforts to assist residents who cannot qualify for traditional forms of government aid.
- c. **Through policies, advocacy, and non-traditional assistance, develop and support programs that address residents living just above the poverty level who fail to qualify for assistance through exceeding income requirements but cannot move upward economically owing to the cost of living, employment opportunities, and other factors.** Residents in this income group have a limited ability to qualify for various aid programs but have a limited pathway to achieve

upward economic mobility. Alongside the previous recommendation, the neighborhood recognizes that residents whose income status may best be described as “working poor” comprise much of the neighborhood. Supporting these residents would address a key gap in economic assistance and may have beneficial spillover effects for the neighborhood at large.

- d. Develop a program for paid or volunteer “point guards” working in the immigrant communities that can connect residents to services and help establish lines of communication between immigrant communities and local leaders.** People in these positions should be multi-lingual and stationed in the community to establish trust and build relationships with residents. Additionally, they should be proficient at navigating various government programs and be able to navigate issues such as immigration and healthcare.
- e. Utilize the neighborhood’s religious institutions and Texas Avenue School as a way to reach out to parents about education and assistance programs.** Ducktown has the benefit of established educational, cultural, and religious institutions that comprise a key part of life in the neighborhood. For residents who typically have no interaction with the government or neighborhood associations, engaging adult residents through the schools or places of worship utilizes existing facilities to build trust, establish legitimacy, and better coordinate assistance and education.
- f. Incentivize provision of affordable produce at local stores.** Access to quality food is an issue in Atlantic City. Convenience stores are located throughout the City and Ducktown; however, many of these stores do not sell fresh fruits and vegetables or have very limited selection. Efforts should be made to encourage store owners to offer fresh produce and healthier food options.
- g. Encourage community gardens in existing public space.** The southern half of the state is filled with 92 so-called “food deserts” — areas such as Atlantic City where a substantial number of people with low incomes do not have easy access to supermarkets or large grocery stores. Food deserts, based on U.S. Census Bureau data, are defined as areas where at least 20 percent of families are at or below the federal poverty line, or make 20 percent less than the median family income in surrounding areas, and a third of the families in that area are a mile away from a supermarket in urban areas, or 10 miles away in rural areas. Atlantic City’s food deserts leave about 39,000 residents relying on closer, healthier options found at convenience stores or fast food restaurants, replacing fresh produce and whole grains with foods high in sugar, fat, and sodium — all of which could lead to obesity and diet-related diseases such as diabetes and heart disease. AtlantiCare, has partnered with the Atlantic City Housing Authority and Urban Redevelopment Agency and the Rutgers Cooperative Extension of Atlantic County, to build six community gardens in Atlantic City. A community garden in Ducktown, perhaps at the new park site would be a welcomed addition to the neighborhood.
- h. Encourage and provide workforce training and adult education.** The education achievement gap in Ducktown compared to that of the City and the surrounding area is high and may be hampering opportunities for residents to seek better jobs. The neighborhood should seek funding for and promote adult education and workforce

training tailored to the needs of residents, of whom only 60 percent of those 25 years old or older have high school diplomas. Empowering residents to acquire GEDs, have job-ready skills for existing and prospective industries in the Atlantic City-area, and pursue higher education if desired would greatly assist residents in achieving better jobs, higher incomes, and greater opportunities for families and households. Education classes can take place in the Texas Avenue School, the St. Michaels facility, or at nearby Stockton University or Atlantic Cape Community College. The Atlantic Cape Community College is one of 13 county colleges approved to offer free college to qualifying residents. This program will fund the cost of tuition and approved education fees. The residents of Ducktown should be encouraged to take advantage of this extraordinary offering.

2. Education

- a. **Work with teachers and education professionals at the Texas Avenue School to identify barriers to student achievement and assess gaps in service available to students.** Students in the Texas Avenue School underperform peers statewide according to several indicators discussed in the School Performance Report. The Neighborhood Association and City should work with the School to help address place-based root causes impacting students that is beyond the control of the school system. This dialogue may yield critical information that can be used to increase quality of life and socioeconomic outcomes of those living in the neighborhood.
- b. **Work with neighborhood employers and institutions such as Atlantic Cape Community College to offer low-cost classes for adults looking to enhance their skills and seek higher education.** Cooperative efforts to provide access and financially support adult education should be pursued. Workplaces and institutions can sponsor or coordinate adult education for neighborhood residents. A campaign or concerted effort to do so may yield better outcomes than institutions acting separately.
- c. **Work with the neighborhood, city, and regional institutional employers such as the Federal Aviation Administration, the casino/hospitality industry, AtlantiCare, and others to pursue mentorship and apprenticeship opportunities for Ducktown students.** Ducktown and the region are home to large institutional employers that anchor economic development in the region. Working with these anchors can provide residents with quality job opportunities and guidance in pursuing careers, vocations, and higher education. Anchor institutions often have philanthropic operations with which the neighborhood can build relations to fund neighborhood initiatives. Strengthening the ties between these institutions through mentorships, internships, and apprenticeships can be mutually beneficial for both the institution (who are supplied with young, local workers with significant potential) and the neighborhood (where young residents live and may eventually choose to settle).
- d. **The CRDA should invest in the youth of Atlantic City by providing youth programs, training, and recreational opportunities.** Ducktown is a younger neighborhood comprised of families with children. Youth programs, such as after school programs, sports teams, tutoring, and the like can provide youth opportunities

for education and extracurricular activities that may not already be available owing to the extent of poverty in the neighborhood.

- e. **Develop a neighborhood scholarship program to assist Ducktown students (both traditional and non-traditional) in attaining higher education.** A neighborhood scholarship or mutual aid program supported by local institutions and businesses can demonstrate the neighborhood’s support and investment in students living in the neighborhood.

3. Housing

- a. **Promote and incentivize home ownership.** More than half the residential units in Ducktown are rentals and Airbnb’s. Incentives should be provided to ensure that new units built in Ducktown are owner occupied market rate housing.
- b. **Ensure a variety of housing typologies in Ducktown that accommodate intergenerational living, family and non-family units, aging in place, and access for the disabled.** Ducktown has many housing options, ranging from single family homes to multi-family apartments. This helps preserve affordability for residents. The loss of multifamily units due to redevelopment and restrictive zoning regulations governing the construction of multifamily units makes it difficult for “missing middle” housing and small multi-unit housing developments to be built. The neighborhood should continue to support a variety of housing options.
- c. **Support ordinance revisions that will amend the City Code for boarding houses to require fines instead of summons for noncompliance.** Support the closure, purchase and/or renovation of boarding houses that are not operating in compliance with City regulations and codes. The use of fines will provide a financial incentive for boarding house owners to address violations, allowing the ability of compliant boarding houses to provide housing while ensuring that the impacts of transitional housing upon the community are ameliorated.

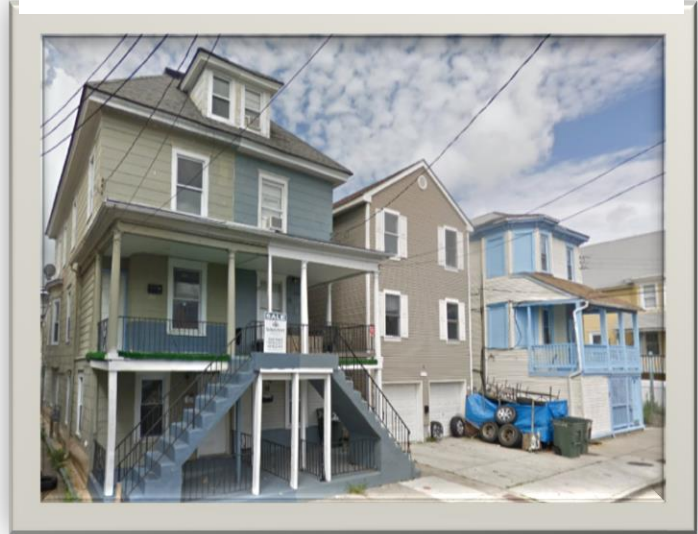
Figure 17: Boarding Home, South Georgia Avenue



- d. **Support the closure, purchase and/or renovation of boarding houses that are not operating in compliance with City regulations and codes.** Non-complaint boarding houses have been associated with crime and unsafe conditions that threaten the public and tenants' safety.

Addressing noncompliant boarding homes with renovations, closure, or new owners can address these issues and support investment into the neighborhood's housing stock.

Figure 18: Multi-Family Units, North Florida Avenue



- e. **Support ordinance revisions that require that rental units be inspected every two years to ensure compliance with building code requirements.** Rental unit inspections help ensure tenant safety and address unsafe conditions in housing units. Currently, the City's Rental Property ordinance does not address inspections. Only multifamily properties with three or more units are subject to State inspection every five years. Illegal units may not be inspected at all. Regular, more frequent inspections of rental units can address housing quality issues pre-emptively, or those that may go undisclosed.
- f. **Strengthen the City's housing inspection, registration, and tenant relief system to ensure that tenants have recourse for housing issues and can bring forward complaints without fear of deportation or other potential impacts.** Tenants seeking relief from unsafe building conditions, rent theft, and similar issues may have limited recourse due to immigration status, language barriers, or the time involved in filing a complaint. Strengthening the tenant relief system and aiding tenants seeking to address housing issues can improve quality of life and housing without threatening the livelihood of those filing complaints.
- g. **Incentivize and encourage property owners to abate lead in neighborhood houses to help ensure that residents do not face above-normal exposure to lead, particularly in older buildings.** Lead exposure in residential buildings has well-documented health impacts for residents. According to the Environmental Protection Agency, 87 percent of homes built before 1940 contain lead-based paint. Nearly all of Ducktown's residences were built prior to 1940. Lead is also found in pipes, dust, soil, and other household items. Lead can impact brain development, attacks the nervous system, and leads to other physical maladies. Addressing lead will reduce the risk of lead poisoning in Ducktown children, many of whom are living in older housing stock. A program put in place to abate lead (such as through group/cooperative purchasing of services and coordinating dumpsters/demolition) could assist or defray costs of property owners seeking to abate lead.

- h. Ensure that the redevelopment of housing in the community preserves density and livability and reflects, rather than determines the neighborhood’s needs and culture.** Neighborhood redevelopment and revitalization often broaches concerns about displacement and impacts on neighborhood livability. As improvements are undertaken to Ducktown residential units and new projects are built to accommodate new residents, it will be imperative to ensure that residents seeking to remain in the neighborhood have the ability to do so. This can be accomplished through the provision of dedicated affordable housing, ensuring the 1:1 replacement of existing units, and can feature living space and amenities oriented to resident needs while being mindful of cultural trends and preferences.

4. Food Access

- a. The development of new food retail spaces should continue to be pursued.** With supermarkets trending towards larger sizes, the development of a full-service grocery in the neighborhood core is unlikely and should be discouraged. Stand-alone stores should be similarly discouraged, which would allow for multiple uses of a large-format grocery store site. The Johnson Report recommended the development of “Catalytic strategic projects” such as a food market for the City, and noted current efforts to develop another grocery store and a non-profit co-op. This two-pronged strategy can benefit Ducktown, with smaller co-ops and food stores located in Ducktown’s business districts.
- b. Support the viability of existing neighborhood food providers while ensuring that code enforcement and safe operations reduce the risk of crime, trash, and other impacts.** Bodegas, food stores, and neighborhood restaurants are important fixtures in the community and are an integral part of any dynamic, walkable community. However, these establishments often have side-effects that require special attention such as pest control, security measures, and trash disposal. If left unchecked or unaddressed, these nuisances can decrease quality of life in the community and lead to property damage. For example, used shipping materials stored outside for disposal are unsightly and unhygienic. The City should be proactive in enforcing City codes regarding quality of life concerns at neighborhood restaurants and stores to ensure consumer and resident safety.
- c. Neighborhood residents should be educated about the Supplemental Nutrition Assistance Program (SNAP) and be assisted in applying for the program if eligible.** Certain non-citizens are eligible for food stamps, though typically the program is only for American citizens. Those in Ducktown who qualify for the program but may not realize it should be assisted, so that there is less food insecurity in the neighborhood. Education can help residents make informed choices about securing and purchasing food for their families and decrease hunger and food shortages for families in the community.

5. Health and Healthcare

- a. Promote health insurance uptake by area residents and provide multi-lingual counseling to help residents navigate the health insurance system.** Health

insurance coverage provides policyholders coverage for essential health benefits, reduces exposure to unexpected, high medical costs, and allows access to free preventive care. Ducktown has lower rates of individuals with health insurance than Atlantic City, New Jersey, and the nation. Encouraging residents to uptake health insurance and find affordable health plans can enhance residents' health and lower the costs of getting healthcare.

- b. Provide opportunities for adults to undertake physical fitness, including the addition of public park/recreation amenities or a non-profit gym.** Ducktown lacks dedicated recreation facilities for adult residents, such as gyms or fitness centers. Though various social clubs and organizations exist throughout the neighborhood, locations set aside expressly for physical activity are virtually non-existent. A community recreation or fitness center can provide adult residents a place to exercise in inclement weather.
- c. A cross-jurisdictional team consisting of State, County, and City officials alongside AtlantiCare should address public health issues in Atlantic City.** Cities that successfully move forward can make progress because they face their social challenges. Atlantic City children suffer from obesity and the highest death rate in the State. The death rate of Atlantic City residents from cancer, diabetes, heart disease, and kidney disease are among the worst in New Jersey.

G. Civic and Social Capital

- 1. Support the addition and expansion of cultural and religious uses in the neighborhood.** Non-tourism, non-residential uses within the neighborhood core have historically strengthened the neighborhood's residential community and increased its viability as a place where people live and work. Cultural and religious uses provide stability, amenities, and a sense of community for those living in the neighborhood.
- 2. Enhance lines of communication and working relationship between the City (including police, city workers, and other departments) and the Ducktown community in order to foster responsiveness and resident engagement.** Developing lines of communication with merchants, residents, visitors, first responders, and other public-facing workers will help city operations in the neighborhood run smoothly and increase the quality of life for residents

Implementation Fact Sheets

AA. Ducktown Community Development Corporation AA.1	
Description	A community development corporation is a non-profit entity that can serve as an agent through which grants, financing, and community development funds pass in order to improve the neighborhood. A community development corporation entails a full-time staff, budget, and resources to deliver services to the neighborhood and serve as representatives between the community and government. The Ducktown CDC would be the lead or primary project partner on many of the recommendations outlined in this report.
Objective	Establish and secure funding for Ducktown Community Development Corporation (DCDC)
Schedule	Y1: Incorporate non-profit and secure financing, hire staff Y2-5: Operate DCDC to secure and direct funding to Ducktown projects
Area/Location	Throughout neighborhood
Estimated Cost	\$200,000 operating budget (annual)
Strategic Partners for Implementation	WFRF, O.C.E.A.N. Inc.; business partners; HCDNJ; Steering committee
Potential Funding Sources	Banks, local businesses/institutions

AA. Ducktown Community Development Corporation AA.2	
Description	The Wells Fargo Regional Foundation offers grants for communities that have completed Neighborhood Revitalization Plans. Grant funding is available for operational support and non-brick and mortar projects recommended in the plan.
Objective	Apply for Wells Fargo Implementation Grants
Schedule	Y1-5: Develop programming for funds, organize for grant applications
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	WFRF; DCDC (lead)
Potential Funding Sources	WFRF

AA. Ducktown Community Development Corporation AA.3	
Description	A main function of the DCDC will be to bring funding into the neighborhood to implement programs identified in this plan. The DCDC would permanently administrate the grants and work in conjunction with partners to manage the programs. Regularly pursuing operating funds and grants to power these programs will be a responsibility of the DCDC in order to sustain the organization's neighborhood-based work in perpetuity.
Objective	Secure project implementation funding (e.g. NRTC)
Schedule	Y1: Identify grant and financing programs; prepare applications Y2-5: Apply for implementation grants from financing sources
Area/Location	Throughout neighborhood
Estimated Cost	\$20,000 (cost match reserve)
Strategic Partners for Implementation	DCDC (lead); NJ DCA; eligible foundations and businesses
Potential Funding Sources	NJDCA; qualified Opportunity Zone entities; corporate/philanthropic support

AA. Ducktown Community Development Corporation AA.4	
Description	A social media presence will benefit the neighborhood by establishing a virtual presence that can be explored and can interact with individuals and other groups. Maintain an active social media presence on a variety of platforms will heighten the group's visibility, highlight the neighborhood's businesses and residents, disseminate press materials, and build solid public relations.
Objective	Establish social media presence
Schedule	Y1-5: Develop social media presence on Instagram, Facebook, and other mediums. Undertake analysis of social media needs and capabilities. Engage messaging, target audiences
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff Function)
Strategic Partners for Implementation	DCDC Staff
Potential Funding Sources	N/A

A. Clean and Safe Neighborhood A.1	
Description	The Protect Atlantic City Together (P.A.C.T.) is a \$12 million system lets officers link into cameras throughout the City. Hundreds of cameras are virtually patrolled in the City's surveillance center. The expansion of this system to include cameras on Pacific, Atlantic and Arctic Avenues in Ducktown will further enhance this successful system.
Objective	Support community policing and camera infrastructure on Pacific, Atlantic and Arctic Avenues to expand the City's successful technology network.
Schedule	Y1: Pursue funds for camera installation, beat cops, bike cops, and neighborhood coordination officers Y2: Expand use of ambassadors in Ducktown Y3: Establish police substation
Area/Location	Throughout neighborhood
Estimated Cost	\$300,000
Strategic Partners for Implementation	ACPD (lead); CRDA; DCDC; local businesses
Potential Funding Sources	USDOJ-TIPS; NJOEM-NJSP; CRDA

Clean and Safe Neighborhood A.2	
Description	Neighborhood watch programs have great potential to prevent crime and improve safety. To be effective, implementation will require working with the Police Department to recruit and educate volunteers. It is important that a neighborhood watch group has a visible presence on the streets, with reflective vests or other indicators that they are actively observing the neighborhood.
Objective	Mobilize a Neighborhood Watch Group.
Schedule	Y1: Establish support infrastructure and enlist volunteer leads, establish and install signage Y2-5: Neighborhood education, monitoring
Area/Location	Throughout neighborhood
Estimated Cost	\$3,000
Strategic Partners for Implementation	ACPD (lead); CRDA; DCDC; local businesses
Potential Funding Sources	In-kind donations, USDOJ-BJA

Clean and Safe Neighborhood A.3	
Description	A neighborhood cleanup should be held annually or semi-annually to continue to build pride in the community and improve the appearance of the neighborhood. Vacant lots should be targeted for clean-up along with streets, alleys, parking lots and planters.
Objective	Continue to organize annual neighborhood clean-ups.
Schedule	Y1: Develop strategic neighborhood maintenance and cleaning plan Y2-5: Implement neighborhood maintenance plan
Area/Location	Throughout neighborhood
Estimated Cost	\$5,000 (equipment purchases and marketing)
Strategic Partners for Implementation	CITY; CRDA; DCDC
Potential Funding Sources	NJ Clean Communities; NJDCA

Clean and Safe Neighborhood A.4	
Description	The Department of Licenses and Inspections should be notified about vacant/dilapidated buildings so that they can pressure negligent property owners to act. A code violation campaign should be launched that provides a simple way for residents to flag problem properties by notifying the association. The association can pass complaints along to the City and then report back to residents when the problem has been addressed.
Objective	Monitor negligent property owners to address code violations.
Schedule	Y1: Develop building code enforcement strategy in Ducktown with assistance from City Departments and Council Y2-5: Target enforcement of problem properties and identify opportunities for rectifying issues
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (CITY Staff Function)
Strategic Partners for Implementation	NJDCA; City; ATCO; CITY; DCDC
Potential Funding Sources	NJDCA

Clean and Safe Neighborhood A.5	
Description	The neighborhood should work with the City and CRDA to prioritize and fund improvements to streets and sidewalks and coordinate those improvements with property owners who may be required to replace sidewalks as part of a development project anyway.
Objective	Improve street conditions.
Schedule	Y1: Develop strategic neighborhood maintenance and cleaning plan with responsibilities assigned to problem areas, determine funding Y2-5: Implement neighborhood maintenance plan
Area/Location	Throughout neighborhood
Estimated Cost	\$5,000 (equipment purchases and marketing)
Strategic Partners for Implementation	City; CRDA; DNA; NJDOT
Potential Funding Sources	NJ Clean Communities; NJDCA; NJDOT

Clean and Safe Neighborhood A.6	
Description	A façade and streetscape improvement program, which can be funded through the Casino Reinvestment Development Authority, Neighborhood Revitalization Tax Credits and other economic development funds, could assist property owners in aesthetically improving building facades. Ducktown sees considerable foot and vehicle traffic, and the state of deterioration in its business districts is apparent. A façade and streetscape improvement program would benefit all users of the neighborhood's commercial districts, making the districts more desirable as a place to live and spend time and money. This could also have the effect of encouraging new tenants to set up shops in the neighborhood.
Objective	Undertake façade and streetscape improvements.
Schedule	Y1: Identify target corridors and gauge interest from businesses Y2: Engage funding agency, determine façade plan Y3-5: Fund and implement façade plan
Area/Location	Business corridors in neighborhood
Estimated Cost	\$500K/façade (estimate)
Strategic Partners for Implementation	CRDA; DCDC; business owners and landlords
Potential Funding Sources	CRDA; NJEDA; USEDA

Clean and Safe Neighborhood A.7	
Description	Support a special tax sale or receivership of abandoned properties so that they can be transferred to developers for rehabilitation. Special tax sales can transfer the ownership of absentee properties to investors seeking to improve housing stock and return a property to economic use. There are a number of vacant/abandoned properties throughout Ducktown, some of which have been in that state due to foreclosure, flood/fire damage, or absentee owners.
Objective	Advocate Redevelopment of Abandoned Buildings.
Schedule	Y1-Y5: Secure funding and implement abandoned properties ordinance; maintain listing of abandoned properties
Area/Location	Scattered site in neighborhood
Estimated Cost	\$80K/building
Strategic Partners for Implementation	ACIA; CRDA; City
Potential Funding Sources	CRDA

Clean and Safe Neighborhood A.8	
Description	<p>Trash on streets and sidewalks makes the wrong first impression to visitors and potential investors. Listed below are a few ways to address this issue:</p> <ul style="list-style-type: none"> ➤ The association has already lobbied the CRDA to provide additional trash and recycling containers. ➤ Promote and enforce the requirement that trash totes be removed from the curbside by 5 pm on trash collection day, to reduce clutter on the streets. ➤ Work with the CRDA to complete periodic pressure washing of sidewalk. ➤ Work with the City to extend regular street sweeping services.
Objective	Expand neighborhood maintenance efforts.
Schedule	Y1: Procure additional totes and develop new maintenance plan; identify funding for expanded maintenance Y2-5: Implement plan
Area/Location	Throughout neighborhood
Estimated Cost	\$7,000 (equipment purchases and marketing)
Strategic Partners for Implementation	City; CRDA; DCDC
Potential Funding Sources	NJ Clean Communities; NJDCA; businesses/institutions

Clean and Safe Neighborhood A.9	
Description	Risk terrain modeling identifies physical aspects of the City landscape that contribute to crime. Rather than targeting people, addressing the landscape may make the neighborhood a less desirable place for crime to occur.
Objective	Undertake improvements to the Ducktown streetscape to address the physical aspects of the neighborhood that enable or contribute to crime.
Schedule	Y1: Identify problem areas and individual landscape pieces; convene task force with ACPD Y2: Develop design/ordinance changes to address physical design components Y3-5: Implement design changes
Area/Location	High-crime areas in neighborhood
Estimated Cost	\$0 (In-house)
Strategic Partners for Implementation	ACPD; DCDC; City
Potential Funding Sources	Rutgers University; USDODJ; HUD-CDBG

Clean and Safe Neighborhood A.10	
Description	A police substation will increase police presence in targeted locations. Ducktown has areas of concentrated crime that could benefit from regular patrols and assigning specific public safety professionals to a satellite police location. This would help to establish trust and deter crime in the community.
Objective	Install a police substation.
Schedule	Y1: Identify locations for police substation based on crime locations; pursue and secure funding options Y2: Install police substation and schedule officers in rotation
Area/Location	High-crime areas in neighborhood
Estimated Cost	\$30,000
Strategic Partners for Implementation	ACPD; DCDC; City; CRDA
Potential Funding Sources	ACPD; US Department of Justice; NJ Office of Emergency Management; CRDA

B. Neighborhood Enhancement B.1	
Description	It is important that the Ducktown Neighborhood Association continue to grow and engage with the residents. The association must continue to be informed and open to the entire community.
Objective	Improve neighborhood group outreach and engagement.
Schedule	Y1: Building on Ducktown plan and committee, develop new Master Plan for Public Outreach; identify neighborhood representatives and connectors Y2-5: Implement marketing plan activities and outreach
Area/Location	Throughout neighborhood
Estimated Cost	\$5,000
Strategic Partners for Implementation	DNA; DCDC; NJDCA; neighborhood religious/social groups
Potential Funding Sources	WFRF; community engagement grant programs

Neighborhood Enhancement B.2	
Description	There are plenty of canvases primed for creative transformation in Ducktown; vacant lots, blank walls, empty buildings and a variety of other sites that could be spruced up. The neighborhood should identify appropriate sites and obtain permission from the owner, then coordinate and encourage murals to activate the area
Objective	Support the creation of murals throughout the neighborhood.
Schedule	Y1: Identify canvas sites and negotiate with property owners Y2: Solicit designs and artists as funding allows; establish selection process/criteria Y3: Undertake painting Y4-Y5: Maintenance
Area/Location	Throughout neighborhood
Estimated Cost	\$250,000
Strategic Partners for Implementation	Atlantic City Arts Foundation; City, DCDC
Potential Funding Sources	Philanthropy; NJ Cultural Trust; various grants

Neighborhood Enhancement B.3	
Description	The neighborhood association can work with the Texas Avenue School to coordinate an effort to engage the students to participate in this and other events.
Objective	Continue to promote ways for youth to express pride in the neighborhood creatively.
Schedule	Y1: Engage school administration and teachers about art needs and ideas; develop strategy for artistic engagement Y2-5: Implement strategy in cooperation with partners
Area/Location	Texas Avenue School; throughout neighborhood
Estimated Cost	\$2,000
Strategic Partners for Implementation	Atlantic City Board of Education; Stockton University; DCDC; NJEA
Potential Funding Sources	NJDOE; Education Funding Partners; NJEA

Neighborhood Enhancement B.4	
Description	The Atlantic City Arts Foundation has developed ARTeriors — a program that is hoped to be an ongoing event to “highlight the redevelopment and renewal of Atlantic City by inviting artists to create temporary installations within condemned buildings, properties slated for renovation or sale, and possibly outdoor spaces.” Given that Ducktown area is considered the Arts District of the City, such an event is a perfect fit and will bring additional interest and foot traffic to the neighborhood.
Objective	Identify potential sites for ARTeriors displays.
Schedule	Y1: Identify canvas sites and negotiate with property owners Y2: Solicit designs and artists as funding allows; establish selection process/criteria Y3: Undertake painting Y4-Y5: Maintenance
Area/Location	Throughout neighborhood
Estimated Cost	\$200,000
Strategic Partners for Implementation	Atlantic City Arts Foundation; DNA; DCDC; 4 AC x AC; Stockton University
Potential Funding Sources	Philanthropy; NJ Cultural Trust; National Endowment for the Arts

Neighborhood Enhancement B.5	
Description	Pop-up eateries was are a unique way to activate vacant spaces and to attract new visitors to an area. There are local non-profits who are interested in operating pop-up eateries in Atlantic City. Ducktown is an ideal location given its walkability, close proximity to The Walk, The Art Garage, Dante Hall and Boardwalk Hall.
Objective	Encourage pop-up uses in Ducktown
Schedule	Y1: Identify pop-up sites and potential operators through marketing/branding Y2: Secure approvals for pop-ups and scheduling Y3: Implement and monitor pop-up usage and traffic
Area/Location	To be determined; potentially lot by the Arts Garage
Estimated Cost	\$4,000
Strategic Partners for Implementation	Private businesses/operators; CRDA; CITY; trade groups; Chamber of Commerce; 4 AC x AC
Potential Funding Sources	DCDC; CRDA

Neighborhood Enhancement B.6	
Description	The Ducktown Neighborhood Association can qualify for NRTC funds if it has 501c3 status and complies with the requirements of a non-profit. There is also the potential for staff funding as well. A fully qualified neighborhood-based non-profit should be designated as the agent for the Ducktown Neighborhood Association so that funding sources can be pursued and managed. See also B.1
Objective	Expand the capacity of neighborhood groups and encourage them to have a louder voice in the community.
Schedule	Y1: Building on Ducktown plan and committee, develop new Master Plan for Public Outreach; identify neighborhood representatives and connectors Y2-5: Implement marketing plan activities and outreach
Area/Location	Throughout neighborhood
Estimated Cost	\$5,000
Strategic Partners for Implementation	DCDC; NJDCA; neighborhood religious/social groups
Potential Funding Sources	WFRF; community engagement grant programs

Neighborhood Enhancement B.7	
Description	Ducktown has a rich history. Improving the quality of life makes it easier to attract new businesses and new residents. Placemaking speaks to the character, style and aspirations of the neighborhood. Ducktown has a growing arts district that is anchored with Boardwalk Hall, the Arts Garage and Dante Hall that should be expanded.
Objective	Maintain an authentic sense of place.
Schedule	Y1: Identify placemaking opportunities, needs, and branding Y2: Pursue funding and implementation of placemaking activities
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; DCDC; DNA; HPO; SJCA; business advisory
Potential Funding Sources	NJHPO; National Trust; CDBG; USEDA; SJCA

Neighborhood Enhancement B.8	
Description	Funds should be allocated to retain a branding and marketing consultant or students and local artists to develop a range of identity graphics that reflect the many facets of Ducktown’s character. The graphic identity can be expressed through postcards, posters and a Ducktown web site. Online and print media will need to be supplemented by physical installations at the entrances to the neighborhood using the same graphic look. The marketing campaign should incorporate a “buy local” initiative.
Objective	Develop a Ducktown branding/marketing scheme and a buy local campaign.
Schedule	Y1: Consultant selection and stakeholder meetings, plan development Y2-5: Branding Implementation
Area/Location	Throughout neighborhood
Estimated Cost	\$50,000 (consultant expenses)
Strategic Partners for Implementation	ATCO; DCDC; DNA
Potential Funding Sources	NJDCA; NJEDA; CRDA; philanthropy /in-kind; NEA

Neighborhood Enhancement B.9	
Description	Local community events should be reinforced and expanded. Specifically, local partners should work with Tanger Outlets for events, cross-market Boardwalk all, and consider a holiday festival.
Objective	Organize events to boost foot traffic and promote businesses.
Schedule	Y1: Identify potential events and undertake planning for regularly-occurring neighborhood events
Area/Location	Throughout neighborhood
Estimated Cost	\$20,000 for expenses, DCDC Staff time
Strategic Partners for Implementation	DCDC; local businesses; CCDC; City
Potential Funding Sources	Fundraising/in-kind

Neighborhood Enhancement B.10	
Description	A smart City is a municipality that uses information and communications technology to increase operational efficiency, share information with the public and improve both the quality of government services and citizen welfare. It is recommended that smart cities technology be used to synchronize traffic signals, to improve trash and recycling collection, to provide information to residents and visitors as well as to leverage new business development.
Objective	Support smart cities technology.
Schedule	Y1: Develop smart City prospectus and identify upcoming infrastructure projects for co-location and integration opportunities Y2: Identify funding sources/submit RFPs and grants
Area/Location	Throughout neighborhood, along streets/utility lines
Estimated Cost	TBD
Strategic Partners for Implementation	NJIT; Atlantic City Electric; Comcast; ATCO; City; CRDA
Potential Funding Sources	Corporate philanthropy; CRDA; various grants

C. Planning & Zoning – General Planning Recommendations	
C.1	
Description	Live-work units can be successful when they develop organically as groups of artists, small scale boutique industry, artisans and other creative individuals in older, non-residential structures who gradually improve them over time. Live-work units can also be successful when developed by a non-profit entity with an interest in ensuring that spaces are used as living and working spaces by making them affordable to artists and assuming a management role that works to ensure the long-term viability of the project.
Objective	Explore opportunities to create live-work units in the neighborhood
Schedule	Y1: Identify infill areas and regulatory barriers to live-work units Y2: Engage CITY and CRDA on existing zoning, adjust regulations as needed
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations	
C.2	
Description	Much of Ducktown’s core residential section is located on lots that are non-conforming by today’s zoning standards. These zoning standards were likely put in place to reduce density and encourage lot assemblage. However, they have created standards that are not contextual with the neighborhood.
Objective	Modify bulk and area standards (particularly for larger lots) to ensure that new development is contextually appropriate.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.3	
Description	Maximum building height regulations in Ducktown should be modified to ensure that buildings remain at a contextual height while removing barriers to mitigating flood risk in the neighborhood’s buildings.
Objective	Modify height restrictions for new and elevated buildings.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA: NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.4	
Description	Long-term trends in parking will likely reduce the need to provide large amounts of parking in Atlantic City, and there is a large supply of parking already in the neighborhood. The City’s Planning/Zoning Board and Planning Department as well CRDA should be permissive towards developers and applicants seeking to provide less than the required amount of parking. Additionally, boards and planning staff should encourage applicants to provide innovative and strategic parking solutions, such as shared parking, on a neighborhood basis rather than on an individual project basis. For non-residential projects, applicants should be encouraged to develop “park-once” strategies for visitors, allowing them to leave their cars in a single location and use the City’s mass transit, ride-hailing, or ride-sharing to travel within the City.
Objective	Modify parking requirements and consider innovative parking strategies.
Schedule	Y1: Engage CITY and CRDA on parking, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA: NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.5	
Description	<p>Parking incentives (such as free parking provided by the B & B-managed parking lots for shoppers at The Walk) should be expanded to provide discount parking at The Wave garage and other locations to patrons of local shops and restaurants in Ducktown.</p> <p>The trend of building demolitions for parking lots should be discouraged and reversed, allowing the lands to revert back to a more economically and socially productive use such as housing, neighborhood amenities, and commercial spaces.</p>
Objective	Utilize innovative and cooperative parking solutions.
Schedule	<p>Y1: Engage CITY and CRDA on parking, develop ordinances/regulations; complete technical studies</p> <p>Y2: Undertake required public outreach</p> <p>Y3: Formalize re-zonings/adjustments</p>
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; local business groups
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.6	
Description	Using the criteria developed for communities becoming a NJ Department of Transportation-designated Transit Village, development regulations in Ducktown should be modified to encourage high-density mixed-use development on vacant properties close to the rail terminal along with pedestrian, bike, and mass transit amenities. Pedestrian hazards such as encroachments and tree roots should be addressed.
Objective	Reflecting the City’s transportation options, the neighborhood should be encouraged to develop as a Transit Village.
Schedule	Y1: Transit Village Planning Y2: NJDOT Acceptance of Transit Village plan; adjust ordinances as needed Y3-5: Monitor and implement transit changes and usage patterns in the neighborhood
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (already underway)
Strategic Partners for Implementation	CITY; CRDA; NJDOT: NJTransit; Jitney Association; Independent and organized drivers of taxis/ride-share groups
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.7	
Description	The City’s and CRDA’s zoning standards should be modified and standardized to encourage contextual design and maintain the neighborhood’s integrity. These new districts should reflect realistic and contextual bulk standards and support the elevation of individual properties using fill to safeguard against future sea level rise.
Objective	Make Atlantic City’s and CRDA’s development standards consistent in Ducktown.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.8	
Description	Ducktown has many lots that are located along alleyways or are landlocked with no street access. Development and re-development standards should be created specifically for small lots such as these to incentivize improvements and flood resilience. When interior or bordering properties are redeveloped or improved, the City and CRDA should support and secure access between these lots through easements or similar measures to ensure the long-term use and access of these unique interior properties.
Objective	Develop interior property standards
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.9	
Description	Dwelling unit acreage limits (such as the 25 dwelling units per acre currently permitted in the Ducktown Arts district) have the effect of limiting residential unit sizes dependent upon lot sizes. Flexibility with unit sizes and typologies should be encouraged, allowing developers and applicants to tailor unit dimensions to target markets. Average apartment unit sizes in the United States have decreased significantly, even as average single-family detached home sizes have increased as household sizes shrink.
Objective	Remove or modify existing dwelling unit density standards.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.10	
Description	With neighborhood beautification identified as a concern of residents, the types of trees and arrangement of landscaping needs to be comprehensively addressed to promote beautification while ensuring a degree of consistency and safety to pedestrians, residents, and property owners. Low-maintenance plants should be encouraged, particularly in public rights-of-way. Street trees should be selected that are tolerant to salt and that would not cause sidewalk damage owing to its roots.
Objective	Reexamine landscaping requirements in order to facilitate neighborhood resiliency and safety.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.11	
Description	Modify zoning to provide for redevelopment with first floor commercial and three stories of residential above.
Objective	Increase height requirements
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

C. Planning & Zoning – General Planning Recommendations C.12	
Description	Revise residential parking standards to tie the requirement to the neighborhood population (0.9 cars per unit).
Objective	Reduce parking requirements
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

D. Planning & Zoning - CRDA Tourism District Zoning Recommendations D.1	
Description	The Resort Commercial Zone currently in place for the beach blocks should replace the Thorofare Waterfront District along the bay and expand to include the large CRDA-owned parcel (Block 389, Lot 1) at the intersection of Fairmont and North Georgia Avenues. The CBD Zone currently in place at the western end of the neighborhood (between Texas Avenue and Florida Avenue) should be replaced with the Ducktown Arts District. The Arts District should be expanded westerly towards Chelsea to include Blocks 275, 276, 277, and 278.
Objective	Consolidate and modify CRDA zoning boundaries to enhance consistency between districts.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

D. Planning & Zoning - CRDA Tourism District Zoning Recommendations D.2	
Description	“Big box” stores such as the Bass Pro Shops and suburban-style supermarkets are land and parking-intensive and are not conducive to fostering a walkable, vibrant streetscape desired for the neighborhood. These types of developments should be prohibited. This type of large-format retail is currently permitted in the CBD Zone, which comprises the eastern section of the neighborhood.
Objective	Prohibit “big box” stores in all sections of Ducktown.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

D. Planning & Zoning - CRDA Tourism District Zoning Recommendations D.3	
Description	Zoning standards for similar zones (e.g. Ducktown Arts and NC-1) should have the same or similar building heights. Atlantic City’s building height is measured from the base flood elevation plus freeboard (design flood elevation) whereas building heights in the Tourism District are measured from the base flood elevation. The Tourism District’s standard should match that of the City’s.
Objective	Match building height standards to Atlantic City’s standards
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

D. Planning & Zoning - CRDA Tourism District Zoning Recommendations D.4	
Description	The Trump Plaza site and other vacant properties offer important opportunities for the neighborhood's future. Programming on these sites should be appropriate for both tourism and recreational uses, with a high degree of visual and physical connectivity between the neighborhood, the waterways, and the redevelopment sites.
Objective	Develop amenity-rich, community-accessible and contextual programming for large-scale redevelopment sites.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; property owners/redevelopers; neighborhood groups and advocates
Potential Funding Sources	N/A

E. Planning & Zoning - Atlantic City Municipal Zoning E.1	
Description	The City's zoning districts can be consolidated in order to ensure consistency in the neighborhood. The remaining MCRD Zone along Fairmount Avenue should be removed and replaced with a NC-1 District. Alternatively, the NC-1 District should be considered to replace the R-3 District, which will create a continuous zone in the City-regulated portion of Ducktown that can foster new ground-floor commercial activities and retain existing housing stock.
Objective	Consolidate and modify City zoning boundaries to enhance consistency between districts.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

E. Planning & Zoning – Atlantic City Municipal Zoning E.2	
Description	Permitted residential uses should be expanded to include uses such as multiple-family dwellings, accessory housing units, small boutique hotels/condo-tels, business and financial services, general retail uses excepting motels, all food and beverage uses, all office and professional uses, all educational uses, studios and media offices, all cultural, recreational, and entertainment uses, government offices, post offices, and civic, social, and fraternal association meeting places
Objective	Expand permitted uses in the NC-1 Zone.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

F. Resiliency Improvements F.1	
Description	Building renovations are capital intensive and often complicated in older buildings such as those found in Ducktown. Property owners may opt to pass these costs on to tenants, resulting in higher rents. Grants that address home elevation are available to reduce the costs and ensure that Ducktown remains affordable as the housing stock is improved.
Objective	Assist homeowners, investors, and other owners to bring properties into flood compliance, thereby reducing flood insurance costs, increasing property values and leading to a stronger neighborhood.
Schedule	Y1: Target repetitive loss properties for RREM and FMA funding; coordinate plans for floodproofing infrastructure Y2-5: Implement flood mitigation projects, identify flood mitigation opportunities for properties not yet impacted by repetitive or substantial flood damage
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (DCDC Staff function)
Strategic Partners for Implementation	DCDC (lead); CITY; FEMA; NJOEM
Potential Funding Sources	N/A

F. Resiliency Improvements F.2	
Description	Determine if the Atlantis Avenue flood pump system can be used to reduce flooding in the Ducktown Neighborhood.
Objective	Stormwater management Improvements.
Schedule	Y1: Engage design professionals and pursue funding for design Y2: Undertake design/surveying work for stormwater improvements for Ducktown and the surrounding area Y3: Pursue funding for improvements Y4-5: Construct proposed projects and monitor drainage issues
Area/Location	Throughout neighborhood
Estimated Cost	\$150,000
Strategic Partners for Implementation	CITY; CRDA; ATCO; FEMA; NJDCA
Potential Funding Sources	CDBG; FEMA

F. Resiliency Improvements F.3	
Description	The United States Army Corps of Engineers has completed a federal interest determination in 2014 that proposes the reconstruction of the bulkhead along Sunset Avenue from the Expressway to Albany Avenue. The total cost at the time was \$6.9 million and the Army Corps has committed to fund two-thirds of the cost. This bulkhead is in deteriorating condition and breaches have occurred that can impact the infrastructure in the adjacent roadway. These bulkheads should be replaced to protect the Ducktown Neighborhood.
Objective	Rebuild the back-bay bulkheads.
Schedule	Y1: Coordinate proposed Army Corps solutions from Back Bay study; undertake existing bulkhead evaluations Y2:
Area/Location	Ducktown waterfront
Estimated Cost	TBD
Strategic Partners for Implementation	USACOE; CITY; CRDA; Private property owners; NJDEP; FEMA
Potential Funding Sources	NJDEP; USACOE; FEMA; CRDA

G. Economic Development G.1 Support businesses in the existing community and give them capacity to grow and self-determine G.1a	
Description	Ducktown or Atlantic City as a whole would benefit from having a business development point-person that would assist new or prospective businesses connect with the City administration, existing business services, and provide information to businesses about incentives and initiatives. Such a position would help new businesses navigate various aspects of development, and potentially provide micro-loans or other seed funding to benefit businesses needing marginal assistance.
Objective	Provide business counseling and seed funding.
Schedule	Y1: Seek out businesses and host listening sessions to assess needs; provide organizing framework for businesses and employees Y2: Identify funding and design framework for micro-loans and counseling Y3-5: Implement revolving fund and assistance programs
Area/Location	Throughout neighborhood
Estimated Cost	TBD
Strategic Partners for Implementation	DCDC (lead); NJDCA; NJEDA
Potential Funding Sources	TBD

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood. G.2a	
Description	Ducktown Neighborhood Park proposed for the former South Jersey Gas site will transform the neighborhood's waterfront into a more attractive, utilized, and amenity-rich space that will benefit residents, visitors, and new businesses in Ducktown.
Objective	Create a Neighborhood Park to serve the Ducktown community.
Schedule	Y2: Remediation Complete; Park Concept Design; Neighborhood Input; Acquisition Y3: Complete Park engineering/development plan, park funding plan Y4-5: Park construction
Area/Location	Fairmount/Island Avenue/Sunset Avenue/Turnpike Road/North Georgia Avenue
Estimated Cost	TBD
Strategic Partners for Implementation	NJDEP Green Acres; CITY; South Jersey Gas;
Potential Funding Sources	NJDEP Green Acres; corporate philanthropy; Trust for Public Land; LWCF

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood. G.2b	
Description	Conceptual plans for the gateway site include an Atlantic City Live! type development with eateries, shops and entertainment venues. Mixed use development including hotel accommodations, offices and condominiums could also be developed. The redevelopment of the Trump Plaza site would have considerable impacts on Ducktown and would represent one of the largest redevelopment sites in Atlantic City's recent history.
Objective	Redevelop Trump Plaza.
Schedule	Y1: Engage private property owners; contract sellers Y2: Develop redevelopment plan or assess zoning for potential changes to facilitate project
Area/Location	Trump Plaza: Columbia Place/Mississippi Avenue
Estimated Cost	TBD
Strategic Partners for Implementation	Private owners/developers; CITY; CRDA; DCDC
Potential Funding Sources	Private funds; public incentives/tax credits

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood. G.2c	
Description	The West Hall of Boardwalk Hall comprises approximately five acres and nearly 400 linear feet of space along Pacific Avenue. Given the apparent underutilization and costly repairs of the building, the site is a prime candidate for redevelopment given its valuable location adjacent to Boardwalk Hall and the neighborhood's historic core. A new development could incorporate parking for the Hall, while making Pacific Avenue pedestrian-friendly, active, and allowing vistas to the Boardwalk and Atlantic Ocean.
Objective	Redevelop the West Hall of Jim Whelan Boardwalk Hall.
Schedule	Y1: Building use audit and report on state of repair Y2: Site visioning, negotiations with adjacent owners and stakeholders
Area/Location	Boardwalk Hall: Pacific Avenue/South Florida Avenue
Estimated Cost	TBD - potentially cost-neutral
Strategic Partners for Implementation	CRDA; private re-developers; CITY; DCDC
Potential Funding Sources	TBD

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood. G.2d	
Description	The former Playboy Casino site and the adjacent West Hal comprises approximately 7.6 acres and nearly 600 linear feet of frontage along Pacific Avenue and the Boardwalk. Taken together or separately, the sites could be redeveloped into valuable tourism assets that could be designed to be better connected to the Ducktown neighborhood.
Objective	Redevelop the Playboy Casino Site.
Schedule	Y1: Engage private property owners; contract sellers Y2: Develop redevelopment plan or assess zoning for potential changes to facilitate project
Area/Location	Playboy Casino Site: South Florida and Bellevue Avenues
Estimated Cost	TBD
Strategic Partners for Implementation	Private owners/developers; CITY; CRDA; DCDC
Potential Funding Sources	Private funds; public incentives/tax credits

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood. G.2e	
Description	The CRDA has land banked various properties in the City that are prime for development and with the proper development will energize the Ducktown neighborhood. Redevelopment options should be formulated for sites like the Georgia at Atlantic Avenue site and the Mississippi at Fairmount site to the future major development of these sites since they have a considerable impact on the future of the Ducktown Neighborhood.
Objective	Redevelopment of the CRDA vacant properties.
Schedule	Y1: Site usability analyses review and report on state of property, title issues, etc. Y2: Site visioning, negotiations with adjacent owners and stakeholders
Area/Location	Throughout neighborhood
Estimated Cost	TBD – potentially cost-neutral
Strategic Partners for Implementation	CRDA; private re-developers; CITY; DCDC;
Potential Funding Sources	TBD

G. Economic Development G.2 Develop new amenities and opportunities to grow tourism in the neighborhood, particularly near the casinos. G.2f	
Description	The Ducktown Revitalization Strategy envisions continued reinvestment which promises to create a range of new employment opportunities. There are large, development-ready sites that could become major employment centers accessible to job seekers in Ducktown such as the former Trump Plaza.
Objective	Encourage local hiring when possible in new developments and locally-owned business.
Schedule	Y1: Undertake skills assessment for neighborhood workers to determine training gaps and opportunities Y2: Outreach to local businesses and developers to gauge needed skills Y3: Form partnership to match neighborhood employees with businesses based on skills and need
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (in-kind)
Strategic Partners for Implementation	NJEDA; ACCC; DCDC; NJDCA; NJLWD
Potential Funding Sources	N/A

G. Economic Development G.3 Foster the growth of new enterprises and infill development. G.3a	
Description	Several large, development-ready properties are available in Ducktown and should be marketed for uses desirable to the neighborhood.
Objective	Promote large-scale or anchor redevelopment of certain properties.
Schedule	Y1: List potential redevelopment areas and contact property owners; assess zoning for potential changes Y2: Engage marketing agent or broker to develop strategy for marketing properties Y3: Implement marketing campaign
Area/Location	Throughout neighborhood
Estimated Cost	\$20,000
Strategic Partners for Implementation	City; CRDA; DCDC; business partners; realtors; NJDCA; NJEDA
Potential Funding Sources	CRDA; NJDCA; NJEDA

G. Economic Development G.3 Foster the growth of new enterprises and infill development. G.3ab	
Description	The CRDA should incorporate a business incubator into Boardwalk Hall in order to foster neighborhood entrepreneurship. The neighborhood and incubator space could be positioned and promoted to be a central location for emerging start-ups, which would further encourage the neighborhood's unique identity and become a regional hotspot for new and growing start-ups. Additionally, CRDA should relocate its administrative offices to vacant space at Boardwalk Hall in order to infuse the neighborhood with new professional employees working in the neighborhood.
Objective	Reactivate Jim Whelan Boardwalk Hall as CRDA headquarters and Incubator Space.
Schedule	Y1: Building condition assessment and concept plan Y2: Final design; secure funding Y3: Space fit-out Y4-5: Office move-in
Area/Location	Boardwalk Hall: Mississippi/Pacific Avenues
Estimated Cost	\$1.5 million
Strategic Partners for Implementation	CRDA; ACIA; DCDC
Potential Funding Sources	CRDA (sale of existing headquarters)

G. Economic Development G.3 Foster the growth of new enterprises and infill development. G.3ac	
Description	A "Work@Ducktown" promotional campaign or incentive program could serve to attract new and existing businesses to the neighborhood. The promotion could emphasize existing redevelopment opportunities as well as the neighborhood's ample supply of historic and architecturally-distinctive buildings.
Objective	Promote Ducktown for office and professional Uses
Schedule	Y1: Identify existing and potential future office locations and barriers to attracting potential professional tenants Y2: Formulate Work@Ducktown marketing plan; address barriers (e.g. parking) Y3: Monitor and continue promoting Work@Ducktown
Area/Location	Throughout neighborhood
Estimated Cost	\$10,000
Strategic Partners for Implementation	CRDA; DCDC; commercial landlords; business groups
Potential Funding Sources	NJDCA; NJEDA

H. Expand the Neighborhood's Arts and Culture	
H.1	
Description	The community has successfully laid the foundations for an arts community in Ducktown. Additional resources and grants should be tapped to further catalyze the community. Connections to the neighborhood's immigrant communities would greatly enhance Ducktown's status as an art neighborhood and facilitate expression and cultural connections.
Objective	Build on the existing Arts Programs.
Schedule	Y1: Create neighborhood arts strategic plan and assess existing arts assets Y2: Undertake public outreach and marketing to attract and develop existing art talent Y3: Implement arts plan
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function), future grants
Strategic Partners for Implementation	ACAF; SCA; NJ Arts Council; Stockton University
Potential Funding Sources	SJCA; philanthropy; NJ Arts Council

H. Expand the Neighborhood's Arts and Culture	
H.2	
Description	Historic preservation has been used as an economic development tool for communities across the world. A Ducktown Historic District, encompassing much of the neighborhood, would facilitate an "opt-in" approach that allows property owners to voluntarily participate in the program while giving structure to community members and associations who wish to underscore the neighborhood's history. If Atlantic City becomes a Certified Local Government, the City can qualify for various grant programs.
Objective	Use Historic Preservation as an Economic Development tool.
Schedule	Y1: Solicit consultants for historic preservation survey and plan Y2: Undertake cultural resources survey; determine rehabilitation guidelines and standards Y3: Apply for grant funds and work with property owners to rehabilitate
Area/Location	Throughout neighborhood
Estimated Cost	\$25,000
Strategic Partners for Implementation	HPO; DCDC; CAC; ATCO; non-profits TBD
Potential Funding Sources	HPO; National Trust

I. Transportation I.1	
Description	As a result of the road survey that was conducted as part of this study the entire length of Atlantic Avenue from Missouri Avenue to Texas Avenue and the one block area of Fairmount Avenue from Missouri Avenue to Mississippi Avenue were prioritized for paving. As a result of this finding that City has applied to NJDOT for funding to mill and overlay these streets.
Objective	Pave Atlantic Avenue and Fairmount Avenue.
Schedule	Y1: Develop designs for road improvements (completed) Y2-5: Submit for funding from NJDOT as required
Area/Location	Fairmount Avenue/Missouri Avenue
Estimated Cost	\$150,000
Strategic Partners for Implementation	City; NJDOT; ATCO
Potential Funding Sources	NJDOT Local Aid

I. Transportation I.2	
Description	Car sharing services provide a greener way to get around the City. Car sharing takes more cars off the street, reduces demand for parking and supports sustainable transportation choices. The option is popular with millennials that will continue to be a growing population in the City. Car sharing is also a more affordable way to have access to a personal vehicle because insurance costs and gas charges are included in membership fees. A potential site for a car share service is the Arts Garage.
Objective	Encourage Car Share Services to Provide More Car Share Locations Locally.
Schedule	Y1: Develop potential neighborhood locations for car share services and space utilization needs Y2-5: Market site and retain tenant
Area/Location	TBD (Potentially Arts Garage)
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	City; CRDA; DCDC
Potential Funding Sources	N/A

I. Transportation I.3	
Description	The <i>Atlantic City Bicycle and Pedestrian Plan, 2013</i> includes a variety of recommendations to improve pedestrian and bicycle safety and mobility. The Plan includes the following recommendations that effect the Ducktown area: <ul style="list-style-type: none"> • Improve pedestrian safety at high crash locations with a focus on the intersections of Atlantic and Michigan Avenues and Atlantic and Missouri Avenues. • Provide for a bike boulevard on Sunset Avenue from Atlantis to Texas Avenues. • Engage local artists to design bike racks for the Ducktown neighborhood and place them near parks, commercial areas, and schools. • Install bike retail kiosks similar to the kiosks located at Showboat and the Claridge within the neighborhood.
Objective	Advocate for Implementation of Planned Improvements to the Pedestrian and Bike Network.
Schedule	Y1: Develop bike/ped infrastructure priority list Y2: Engage community on potential designs and priorities; pursue funding for improvements Y3: Implement and monitor progress
Area/Location	Throughout neighborhood
Estimated Cost	\$50,000
Strategic Partners for Implementation	DCDC; CRDA; City; NJDOT; ATCO
Potential Funding Sources	NJDOT; CRDA; SJCA

J. Human Capital J.1 Livability J.1a	
Description	The Opportunity Zone designation may facilitate an influx of investment into the neighborhood. Atlantic City and the neighborhood should develop and support projects that are ideal candidates for Opportunity Zone funding. This can be accomplished through marketing select products and enhancing the City and neighborhood as a place for doing business. This can occur concurrently with larger attempts to grow the regional economy.
Objective	Leverage the Opportunity Zone designation to develop economic opportunity and jobs for neighborhood residents.
Schedule	Y1-5: Identify, develop, and market shovel-ready projects
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (DCDC Staff Function)
Strategic Partners for Implementation	DCDC (lead), NJ EDA; NJ DCA; ACEA;
Potential Funding Sources	N/A

J. Human Capital J.1 Livability J.1b	
Description	Citizenship and other requirements for social services programs hinder the ability of immigrants and others to qualify for traditional forms of aid. The neighborhood can support efforts to create mutual aid, clothing drives, and similar efforts to assist residents who cannot qualify for traditional forms of government aid.
Objective	Foster mutual and direct assistance programs through logistical support, technical expertise, and existing City resources in order to assist residents who may not qualify for existing government aid.
Schedule	Y1: Undertake research on alternative aid programs, examine best practice Y2: Assess neighborhood capacity, space needs, and resources required for aid programs; attract and retain partners
Area/Location	Throughout neighborhood
Estimated Cost	TBD
Strategic Partners for Implementation	CAC; CH; JBRC; JFS; Oasis; VOA; DCDC
Potential Funding Sources	TBD

J. Human Capital J.1 Livability J.1c	
Description	Supporting “working poor” residents would address a key gap in economic assistance and may have beneficial spillover effects for the neighborhood at large.
Objective	Through policies, advocacy and non-traditional assistance, develop and support programs that address residents living just above the poverty level who fail to qualify for assistance through exceeding income requirements but cannot move upward economically owing to the cost of living, employment opportunities, and other factors.
Schedule	Y1: Undertake research on alternative aid programs, examine best practice Y2: Assess neighborhood capacity, space needs, and resources required for aid programs; attract and retain partners
Area/Location	Throughout neighborhood
Estimated Cost	TBD
Strategic Partners for Implementation	CAC; CH; JBRC; JFS; Oasis; VOA; DCDC
Potential Funding Sources	TBD

J. Human Capital J.1 Livability J.1d	
Description	People in these positions should be multi-lingual and stationed in the community to establish trust and build relationships with residents. Additionally, they should be proficient at navigating various government programs and be able to navigate issues such as immigration and healthcare.
Objective	Develop “point guards” program that can connect immigrant residents to services
Schedule	Y1: Design program and recruit multi-lingual volunteers or staff with knowledge of immigration, housing, and assistance administration Y2-5: Offer intermediary services to neighborhood residents
Area/Location	Throughout neighborhood
Estimated Cost	\$75,000 (DCDC staff function)
Strategic Partners for Implementation	BGCA; CH; DCDC (lead); JFS; VOA; religious groups;
Potential Funding Sources	Philanthropy; American Bar Association; NASW

J. Human Capital J.1 Livability J.1e	
Description	Ducktown has the benefit of established educational, cultural, and religious institutions that comprise a key part of life in the neighborhood. For residents who typically have no interaction with the government or neighborhood associations, engaging adult residents through the schools or places of worship utilizes existing facilities to build trust, establish legitimacy, and better coordinate assistance and education. See J.1h, J.2b
Objective	Utilize the neighborhood’s religious institutions and Texas Avenue School as a way to reach out to parents about education and assistance programs.
Schedule	Y1-2: Conduct needs assessment and research into resident education/vocation needs Y3: Develop strategy and funding to provide comprehensive suite of educational services beyond existing level of service Y4-5: Implement education programs
Area/Location	Throughout neighborhood
Estimated Cost	\$60,000
Strategic Partners for Implementation	ACBOE; SU; ACCC; Local businesses; religious groups; DCDC
Potential Funding Sources	ACCC; Stockton University; NJDOE; NJLWD

J. Human Capital J.1 Livability J.1f	
Description	Atlantic City's food deserts leave about 39,000 residents relying on closer, unhealthier options found at convenience stores or fast food restaurants, replacing fresh produce and whole grains with foods high in sugar, fat, and sodium — all of which could lead to obesity and diet-related diseases such as diabetes and heart disease. AtlantiCare, has partnered with the Atlantic City Housing Authority and Urban Redevelopment Agency and the Rutgers Cooperative Extension of Atlantic County, to build six community gardens in Atlantic City. A community garden in Ducktown, perhaps at the new park site would be a welcomed addition to the neighborhood.
Objective	Encourage community gardens in existing public space.
Schedule	Y1: Identify community gardens sites using public outreach process Y2-5: Install and maintain parks
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (grants, in-kind donations)
Strategic Partners for Implementation	DCDC; DNA; local businesses; local residents
Potential Funding Sources	USDA; CRDA; religious groups; local business donations

J. Human Capital J.1 Livability J.1g	
Description	Empowering residents to acquire GEDs, have job-ready skills for existing and prospective industries in the Atlantic City-area, and pursue higher education if desired would greatly assist residents in achieving better jobs, higher incomes, and greater opportunities for families and households. The residents of Ducktown should be encouraged to take advantage of this extraordinary offering. See J.1e, J.2b
Objective	Encourage and provide workforce training and adult education.
Schedule	Y1-2: Conduct needs assessment and research into resident education/vocation needs Y3: Develop strategy and funding to provide comprehensive suite of educational services beyond existing level of service Y4-5: Implement education programs
Area/Location	Throughout neighborhood
Estimated Cost	\$60,000
Strategic Partners for Implementation	ACBOE; SU; ACCC; Local businesses; religious groups; DCDC
Potential Funding Sources	ACCC; Stockton University; NJDOE; NJLWD

J. Human Capital J.2 Education J.2a	
Description	Students in the Texas Avenue School underperform peers statewide according to several indicators discussed in the School Performance Report. The Neighborhood Association and City should work with the School to help address place-based root causes impacting students that is beyond the control of the school system. This dialogue may yield critical information that can be used to increase quality of life and socioeconomic outcomes of those living in the neighborhood.
Objective	Identify barriers to student achievement and assess gaps in service available to students.
Schedule	Y1: Convene stakeholder group
Area/Location	Texas Avenue School
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	Child Study Team; ACBOE-Texas Ave School; ACCC; Stockton; DCDC; local resident groups/PTA
Potential Funding Sources	N/A

J. Human Capital J.2 Education J.2b	
Description	Cooperative efforts to provide access and financially support adult education should be pursued. Workplaces and institutions can sponsor or coordinate adult education for neighborhood residents. A campaign or concerted effort to do so may yield better outcomes than institutions acting separately. See J.1e, J.1h
Objective	Offer low-cost classes for adults looking to enhance their skills and seek higher education.
Schedule	Y1-2: Conduct needs assessment and research into resident education/vocation needs Y3: Develop strategy and funding to provide comprehensive suite of educational services beyond existing level of service Y4-5: Implement education programs
Area/Location	Throughout neighborhood
Estimated Cost	\$60,000
Strategic Partners for Implementation	ACBOE; SU; ACCC; Local businesses; religious groups; DCDC
Potential Funding Sources	ACCC; Stockton University; NJDOE; NJLWD

J. Human Capital J.2 Education J.2c	
Description	Ducktown and the region are home to large institutional employers that anchor economic development in the region. Working with these anchors can provide residents with quality job opportunities and guidance in pursuing careers, vocations, and higher education. Anchor institutions often have philanthropic operations with which the neighborhood can build relations to fund neighborhood initiatives. Strengthening the ties between these institutions through mentorships, internships, and apprenticeships can be mutually beneficial for both the institution (who are supplied with young, local workers with significant potential) and the neighborhood (where young residents live and may eventually choose to settle).
Objective	Pursue mentorship and apprenticeship opportunities for Ducktown students.
Schedule	Y1: Engage institutional partners on mentorship opportunities
Area/Location	Throughout community
Estimated Cost	TBD
Strategic Partners for Implementation	DCDC; Local businesses; ACBOE
Potential Funding Sources	DCDC; NJLWD

J. Human Capital J.2 Education J.2d	
Description	Ducktown is a younger neighborhood comprised of families with children. Youth programs, such as after school programs, sports teams, tutoring, and the like can provide youth opportunities for education and extracurricular activities that may not already be available owing to the extent of poverty in the neighborhood.
Objective	Encourage CRDA to invest in the youth by providing youth programs, training & recreational opportunities.
Schedule	Y1: Identify youth and adult recreation needs in the neighborhood Y2: Work with CRDA and partners to identify and co-host programs Y3-5: Secure funding and implement program
Area/Location	Throughout neighborhood
Estimated Cost	\$40,000
Strategic Partners for Implementation	BGCA; CAC; CRDA
Potential Funding Sources	CRDA; BGCA

J. Human Capital J.2 Education J.2e	
Description	A neighborhood scholarship or mutual aid program supported by local institutions and businesses can demonstrate the neighborhood's support and investment in students living in the neighborhood.
Objective	Develop a neighborhood scholarship program to assist Ducktown students (both traditional and non-traditional) in attaining higher education.
Schedule	Y1: Identify potential donors and organize events/fundraisers for scholarships Y2: Host fundraising events; select scholars; donor maintenance Y3: Maintain contact with scholars
Area/Location	Throughout neighborhood
Estimated Cost	\$20,000
Strategic Partners for Implementation	ACBOE; business community; neighborhood institutions; ACCC; Stockton University; DCCC
Potential Funding Sources	Philanthropy

J. Human Capital J.3 Housing J.3a	
Description	More than half the residential units in Ducktown are rentals and Airbnb's. Incentives should be provided to ensure that new units built in Ducktown are owner occupied market rate housing. Home rehabilitation shall be a major focus of the DCDC with the goal of converting rehabilitated rental housing to owner-occupied housing.
Objective	Promote and incentivize home ownership.
Schedule	Y1: Identify funding sources for homeownership, design informational products for prospective homeowners, hire staff or volunteers to implement the program, and identify barriers and issues related to homeownership in the neighborhood Y2-5: Implement homeownership education program
Area/Location	Throughout neighborhood
Estimated Cost	\$10,000 (DCDC Staff Function)
Strategic Partners for Implementation	ACIA; ATCO; City; DCDC (lead); WFRF
Potential Funding Sources	ACIA; ATCO; DCDC; WFRF

J. Human Capital J.3 Housing J.3b	
Description	Ducktown has many housing options, ranging from single family homes to multi-family apartments. This helps preserve affordability for residents. The loss of multifamily units due to redevelopment and restrictive zoning regulations governing the construction of multifamily units makes it difficult for “missing middle” housing and small multi-unit housing developments to be built. The neighborhood should continue to support a variety of housing options.
Objective	Encourage housing to accommodate intergenerational living, aging in place, and access for the disabled.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; complete technical studies Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input
Potential Funding Sources	N/A

J. Human Capital J.3 Housing J.3c	
Description	The use of fines will provide a financial incentive for boarding house owners to address violations, allowing the ability of compliant boarding houses to provide housing while ensuring that the impacts of transitional housing upon the community are ameliorated.
Objective	Support ordinance revisions that will amend the City Code for boarding houses to require fines instead of summons for noncompliance.
Schedule	Y1: Identify ordinance revisions; engage boarding house owners/operators; Signal enforcement changes Y2-5: Institute strict enforcement
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	City; CRDA; ATCO; ACPD
Potential Funding Sources	N/A

J. Human Capital J.3 Housing J.3d	
Description	Non-complaint boarding houses have been associated with crime and unsafe conditions that threaten the public and tenants' safety. Addressing noncompliant boarding homes with renovations, closure, or new owners can address these issues and support investment into the neighborhood's housing stock.
Objective	Support the closure, purchase and/or renovation of boarding houses that are not operating in compliance with regulations.
Schedule	Y1: Identify ordinance revisions; engage boarding house owners/operators; Signal enforcement changes Y2-5: Institute strict enforcement
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	City; CRDA; ATCO; ACPD
Potential Funding Sources	N/A

J. Human Capital J.3 Housing J.3e	
Description	Rental unit inspections help ensure tenant safety and address unsafe conditions in housing units. Currently, the City's Rental Property ordinance does not address inspections. Only multifamily properties with three or more units are subject to State inspection every five years. Illegal units may not be inspected at all. Regular, more frequent inspections of rental units can address housing quality issues pre-emptively, or those that may go undisclosed.
Objective	Support ordinance revisions that require that rental units be inspected every two years to ensure compliance with building code requirements.
Schedule	Y1: Identify ordinance/code revisions; engage non-compliant landlords/property owners; Signal enforcement changes Y2-5: Institute strict enforcement
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	City; CRDA; ATCO; ACPD
Potential Funding Sources	N/A

J. Human Capital J.3 Housing J.3f	
Description	Tenants seeking relief from unsafe building conditions, rent theft, and similar issues may have limited recourse due to immigration status, language barriers, or the time involved in filing a complaint. Strengthening the tenant relief system and aiding tenants seeking to address housing issues can improve quality of life and housing without threatening the livelihood of those filing complaints.
Objective	Strengthen the City’s housing inspection, registration, and tenant relief system to ensure that tenants have recourse for housing issues and can bring forward complaints without fear of deportation or other potential impacts.
Schedule	Y1: Identify gaps and assess barriers to compliant housing; engage stakeholder groups consisting of tenant/immigrant advocates; property owners; City inspectors, etc.
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	City, non-profit advocacy groups; DCDC; LSNJLAW
Potential Funding Sources	N/A

J. Human Capital J.3 Housing J.3g	
Description	Lead exposure in residential buildings has well-documented health impacts for residents. Nearly all of Ducktown’s residences were built prior to 1940. Lead is also found in pipes, dust, soil, and other household items. Lead can impact brain development, attacks the nervous system, and leads to other physical maladies. Addressing lead will reduce the risk of lead poisoning in Ducktown children, many of whom are living in older housing stock. A program put in place to abate lead (such as through group/cooperative purchasing of services and coordinating dumpsters/demolition) could assist or defray costs of property owners seeking to abate lead.
Objective	Incentivize and encourage property owners to abate lead in neighborhood houses to help ensure that residents do not face above-normal exposure to lead, particularly in older buildings.
Schedule	Y1-5: Identify and mitigate lead abatement and accessibility issues in Ducktown properties and facilities
Area/Location	Throughout neighborhood
Estimated Cost	\$15,000
Strategic Partners for Implementation	ACIA; ATCO; City; CRDA; NJDCA; NJDEP
Potential Funding Sources	NJDCA; ACIA; EPA

J. Human Capital J.3 Housing J.3h	
Description	As improvements are undertaken to Ducktown residential units and new projects are built to accommodate new residents, it will be imperative to ensure that residents seeking to remain in the neighborhood have the ability to do so. This can be accomplished through the provision of dedicated affordable housing, ensuring the 1:1 replacement of existing units, and can feature living space and amenities oriented to resident needs while being mindful of cultural trends and preferences.
Objective	Ensure that the redevelopment of housing in the community preserves density and livability and reflects, rather than determines the neighborhood's needs and culture.
Schedule	Y1: Engage CITY and CRDA on existing zoning, develop ordinances/regulations; engage advocates Y2: Undertake required public outreach Y3: Formalize re-zonings/adjustments
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	CITY; CRDA; NJDCA; DCDC; DNA; advocates; resident/business input; religious groups
Potential Funding Sources	N/A

J. Human Capital J.4 Food Access J.4a	
Description	Stand-alone grocery stores should be similarly discouraged, which would allow for multiple uses of a large-format grocery store site. The Johnson Report recommended the development of “Catalytic strategic projects” such as a food market for the City, and noted current efforts to develop another grocery store and a non-profit co-op.
Objective	The development of new food retail spaces should continue to be pursued.
Schedule	Y1: Identify locations for food retail locations and gaps in existing food service provision Y2: Address code/zoning issues to ensure safe and clean food retail areas Y3-5: Assist in marketing and pursuing funding for fit-outs and attracting food retailers
Area/Location	Commercial corridors
Estimated Cost	\$0 (Staff function, grants)
Strategic Partners for Implementation	NJDCA; CRDA; City; DCDC; Property owners
Potential Funding Sources	USDA; NJDOH

J. Human Capital J.4 Food Access J.4b	
Description	Bodegas, food stores, and neighborhood restaurants are important fixtures in the community and are an integral part of any dynamic, walkable community. However, these establishments often have side-effects that require special attention such as pest control, security measures, and trash disposal. If left unchecked or unaddressed, these nuisances can decrease quality of life in the community and lead to property damage. The City should be proactive in enforcing City codes regarding quality of life concerns at neighborhood restaurants and stores to ensure consumer and resident safety.
Objective	Support the viability of existing neighborhood food providers while ensuring that code enforcement and safe operations reduce the risk of crime, trash, and other impacts.
Schedule	Y1: Identify ordinance/code revisions; engage non-compliant businesses/property owners; Signal enforcement changes Y2-5: Institute strict enforcement
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	City; CRDA; ATCO; NJDOH; NJDCA
Potential Funding Sources	N/A

J. Human Capital J.4 Food Access J.4c	
Description	Certain non-citizens are eligible for food stamps, though typically the program is only for American citizens. Those in Ducktown who qualify for the program but may not realize it should be assisted, so that there is less food insecurity in the neighborhood. Education can help residents make informed choices about securing and purchasing food for their families and decrease hunger and food shortages for families in the community.
Objective	Educate residents about the Supplemental Nutrition Assistance Program
Schedule	Y1: Engage stakeholders in
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff time)
Strategic Partners for Implementation	USDA; NJDOH; ATCO; City; DCDC; Atlantic City Rescue Mission
Potential Funding Sources	USDA; NJDOH; religious groups

J. Human Capital J.1 Livability J.4d	
Description	Access to quality food is an issue in Atlantic City. Convenience stores are located throughout the City and Ducktown; however, many of these stores do not sell fresh fruits and vegetables or have very limited selection. Efforts should be made to encourage store owners to offer fresh produce and healthier food options.
Objective	Incentivize provision of affordable produce at local stores.
Schedule	Y1: Assessment of produce provision at local stores; discuss gaps with store managers Y2: Undertake strategic plan and pursue funding
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff function)
Strategic Partners for Implementation	NJDCA; ATCO; DCDC; local businesses; NJDOH
Potential Funding Sources	USDA; NJDCA; Reinvestment Fund

J. Human Capital J.5 Health and Healthcare J.5a	
Description	Health insurance coverage provides policyholders coverage for essential health benefits, reduces exposure to unexpected, high medical costs, and allows access to free preventive care. Ducktown has lower rates of individuals with health insurance than Atlantic City, New Jersey, and the nation. Encouraging residents to uptake health insurance and find affordable health plans can enhance residents' health and lower the costs of getting healthcare.
Objective	Promote health insurance uptake by area residents and provide multi-lingual counseling to help residents navigate the health insurance system.
Schedule	Y1: Assess gaps in health insurance coverage and uptake Y2: Engage healthcare providers and determine list of stakeholders/partners Y3: Develop multilingual education programs on healthcare
Area/Location	Throughout neighborhood
Estimated Cost	\$5,000
Strategic Partners for Implementation	AtlantiCare; Health and Human Services; NJDOH; NJ Department of Banking and Insurance; major insurers
Potential Funding Sources	NJDCA; NJDOH; philanthropic arms of major insurers

J. Human Capital J.5 Health and Healthcare J.5b	
Description	Ducktown lacks dedicated recreation facilities for adult residents, such as gyms or fitness centers. Though various social clubs and organizations exist throughout the neighborhood, locations set aside expressly for physical activity are virtually non-existent. A community recreation or fitness center can provide adult residents a place to exercise in inclement weather.
Objective	Provide opportunities for adults to undertake physical fitness, including the addition of public park/recreation amenities or a non-profit gym.
Schedule	Y1: Location/needs analysis Y2: Park Concept Design; Neighborhood Input; Acquisition Y3: Complete Park engineering/development plan, park funding plan Y4-5: Park construction
Area/Location	Throughout neighborhood, possibly waterfront park location at South Jersey Gas
Estimated Cost	\$500,000
Strategic Partners for Implementation	NJDEP Green Acres; City; ATCO
Potential Funding Sources	NJDEP Green Acres; CRDA; ATCO

J. Human Capital J.5 Health and Healthcare J.5c	
Description	Cities that successfully move forward can make progress because they face their social challenges. Atlantic City children suffer from obesity and the highest death rate in the State. The death rate of Atlantic City residents from cancer, diabetes, heart disease, and kidney disease are among the worst in New Jersey.
Objective	Establish a cross-jurisdictional team to address public health issues
Schedule	Y1: Assess gaps in health insurance coverage and uptake Y2: Engage healthcare providers and determine list of stakeholders/partners Y3: Develop multilingual education programs on healthcare
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (staff functions)
Strategic Partners for Implementation	AtlantiCare; Health and Human Services; NJDOH; NJ Department of Banking and Insurance; major insurers; Stockton University; ATCO
Potential Funding Sources	N/A

K. Civic and Social Capital K.1	
Description	Non-tourism, non-residential uses within the neighborhood core have historically strengthened the neighborhood's residential community and increased its viability as a place where people live and work. Cultural and religious uses provide stability, amenities, and a sense of community for those living in the neighborhood.
Objective	Support the addition and expansion of cultural and religious uses in the neighborhood.
Schedule	Y1: Engage religious/cultural institutions and determine facility/location needs Y2: Determine potential changes to zoning code and engage owners of targeted properties Y3: Match potential institutions to properties
Area/Location	Throughout neighborhood
Estimated Cost	\$0 (Staff function)
Strategic Partners for Implementation	Religious groups; City; CRDA; private property owners; Stockton; St. Michael's
Potential Funding Sources	N/A

K. Civic and Social Capital K.2	
Description	Developing lines of communication with merchants, residents, visitors, first responders, and other public-facing workers will help City operations in the neighborhood run smoothly and increase the quality of life for residents.
Objective	Enhance lines of communication and working relationship between the City (including police, City workers, and other departments) and the Ducktown community in order to foster responsiveness and resident engagement.
Schedule	Y1: Convene stakeholder groups
Area/Location	Throughout neighborhood
Estimated Cost	\$0
Strategic Partners for Implementation	ACPD; City; CRDA; neighborhood groups; DCDC; religious groups; hyper-local chamber of commerce; City social service groups (e.g. Atlantic City Rescue Mission, VOA)
Potential Funding Sources	N/A

ACBOE- Atlantic City Board of Education; ACCC- Atlantic-Cape Community College; ACEA- Atlantic County Economic Alliance; ACIA- Atlantic County Improvement Authority; ACOE- Atlantic County Office of Education; ACPD- Atlantic City Police Department; ATCO- Atlantic County; BGCA- Boys and Girls Clubs of America; CAC- City of Atlantic City; CH- Covenant House; CRDA- Casino Reinvestment Development Authority; DCDC- Ducktown Community Development Corporation; DNA- Ducktown Neighborhood Association; FEMA- Federal Emergency Management Agency; HCDNJ- Housing and Community Development Network of New Jersey; HPO- NJDEP Historic Preservation Office; JFS- Jewish Family Services; JBRC- John Brooks Recovery Center; NJDCA- NJ Department of Community Affairs; NJDEP- NJ Department of Environmental Protection; NJDOTT- NJ Division of Travel and Tourism; NJEDA- New Jersey Economic Development Authority; NJOEM- NJ Office of Emergency Management; SU- Stockton University; VOA- Volunteers of America; WFRF- Wells Fargo Regional Foundation

Implementation

1. Establish a Non-Profit to Implement the Revitalize Ducktown strategy.

The Ducktown Neighborhood will rely on a dedicated network of partners – both public and private – to implement the more the recommendations of the plan. The recommendations, steering committee input, and residential surveys have culminated in a clear and specific agenda to address quality of life and economic opportunity in the neighborhood. The agenda cannot be accomplished unilaterally, and will require an unprecedented cooperation of agencies, businesses, and residents to succeed.

One of the first priorities of the Implementation Plan is to establish a non-profit to serve the neighborhood. A community development corporation is a non-profit entity that can serve as an agent through which grants, financing, and community development funds pass in order to improve the neighborhood. A community development corporation entails a full-time staff, budget, and resources to deliver services to the neighborhood and serve as representatives between the community and government. There are several distinct benefits of creating a non-profit specifically for Ducktown:

- 1) A non-profit organization separate from business and government will provide accessibility and connectivity to address resident/business issues.
- 2) A non-profit can qualify for special funding and financing that for-profit and government entities cannot.
- 3) A distinct non-profit can focus exclusively on the neighborhood-scale, allowing the corporation to focus narrowly on issues facing Ducktown.
- 4) A non-profit can hire staff and enlist volunteers to serve a variety of functions, including the provision of some resident services.
- 5) A non-profit can serve as an organizing and driving force to address neighborhood needs from both the bottom-up and top-down.
- 6) The non-profit will be accountable to the neighborhood and the general public through board representation, outside counsel, and representation of local leaders on the organization's board.

The Ducktown Community Development Corporation will help to enable many of the implementation action items identified in this report. The role of the non-profit would be to coordinate these efforts and maintain them in perpetuity. The non-profit will essentially carry on the planning and listening functions of the neighborhood revitalization plan and allow for a continuous loop of feedback between residents, businesses, property owners, local leaders, and organizations.

The implementation strategy described on the following pages addresses major topic areas outlined in this report: Capacity-building, economic development, social services/human capital and planning and development. The strategy includes a tentative schedule, deliverables, outcomes, evaluation metrics, potential partners, and estimated costs of implementing recommendations. This strategy will be updated and maintained as a living document once the plan is adopted, a non-profit is formed, and the corporation and its partners work to implement the plan's vision and recommendations.

2. Secure Funding Through Wells Fargo Regional Foundation

Neighborhood Implementation Grants support comprehensive community development projects that target specific neighborhoods. The community development project must be based on a current resident-driven neighborhood plan and can be used for program costs only. It doesn't provide

funding for deficits, general operating costs, or bricks-and-mortar capital development. Grants range from \$100,000 to \$1.25M and are dispersed over five years. Proposals are accepted in April and October of each year.

3. Secure Funding through the Neighborhood Revitalization Tax Credit Program

The NRTC is designed to foster the revitalization of New Jersey's distressed neighborhoods. NRTC offers business entities an 80 percent tax credit against various New Jersey state taxes. Credits are provided to business entities that invest in the revitalization of low- and moderate-income neighborhoods in eligible cities. Sixty percent of the tax credit funds must be used for activities related to the development of housing and economic development. The remaining balance may be used for complementary activities such as the provision of assistance to small businesses, removing barriers to self-sufficiency, and promoting the integration of mixed-income neighborhoods. A total of \$10 million per year is available in tax credits.

NRTC funds are used by neighborhood-based non-profit organizations that have approval from NJDCA for a Neighborhood Revitalization Plan for the neighborhood it serves. The funds must be used by the eligible organizations for projects and activities that will implement the goals and strategies of the approved Neighborhood Revitalization Plan. Given this Atlantic City recent designation as a NRTC eligible community, a new urgency exists for developing this Ducktown Neighborhood Revitalization Strategy.

4. Utilize the Opportunity Zone Designation as a Catalyst for Improvements

Opportunity Zones are low- and moderate-income areas (defined by Census Tracts) in which qualifying investments are subject to preferential tax treatment as a method of spurring economic development in distressed areas. Opportunity Zones were designated as part of the 2018 Tax Cuts and Jobs Act, which gave states the ability to designate a certain number of Census tracts. The entire Ducktown neighborhood was designated one of four Opportunity Zones in Atlantic City and one of eight in Atlantic County.

Opportunity Zones work through investors placing money in Qualified Opportunity Funds, which are “any investment vehicle[s] which is organized as a corporation or a partnership for the purpose of investing in qualified opportunity zone property (other than another qualified opportunity fund) that holds at least 90 percent of its assets in qualified opportunity zone property.” In other words, the opportunity zone property, such as a neighborhood small business or development project, is the investment in which an investor puts his or her money. In return, the investor receives capital gains tax deferral through 2026, a 10 to 15 percent step-up in tax basis after five and seven years, and no taxes on appreciation.

The upshot of an Opportunity Zone designation for Ducktown is that investing directly in the neighborhood becomes more desirable for investors. The tax deferments are essentially incentives to reinvest capital gains in projects in low-income areas such as Ducktown. Shovel-ready projects and those that could be mobilized in the short term should be identified and promoted to potential Opportunity Fund investors.

5. Promote the adoption and use of the NJ Aspire Program

The NJ Aspire Tax Credit is a program proposed under Governor Murphy's [*The State of Innovation: Building a Stronger and Fairer Economy in New Jersey*](#) report that would replace the existing Grow New Jersey Assistance Program and the Economic Redevelopment and Growth Program. The NJ

Aspire Program will be targeted to neighborhoods served by mass transit and according to the plan “will facilitate the conversion of surface parking lots, vacant and/or abandoned lots, and other underutilized properties into job and tax-generating development opportunities”. The program will support market-rate housing in distressed communities as well as enable investments in tourism, arts, and culture-related projects. The program, as proposed, will be a competitive tax credit grant with a program cap and per-project cap to support public infrastructure investments. If enacted, the NJ Aspire Program may hold important implications for Ducktown. The neighborhood has tremendous mass transit access and a high percentage of residents taking mass transit. Large areas of the neighborhood, particularly on the ocean side of Atlantic Avenue, are parking areas or vacant buildings like Trump Plaza that can be easily redeveloped.

6. Maximize the use of NJEDA funding for business improvements and new tenants

Two NJEDA economic development programs have been expanded to help existing business in Ducktown. The first program provides grants of up to 50 percent of the project costs, to a maximum of \$20,000, for improvements made to the first floor of any business. The second program offers reimbursement of 15 percent of the annual lease payments for two years to for-profit businesses and non-profit organizations in the target area that lease between 500 and 5,000 square feet of new or additional market-rate, first floor office or retail space for a minimum of five years. An applicant leasing over 5,000 square feet can be eligible, but the grant will only incentivize the first 5,000 square feet.

7. Use Redevelopment as a Tool to Encourage Desired Improvements

Designating an area as one in need of redevelopment or rehabilitation qualifies a property or group of properties for property tax abatements. When used purposefully, these designations spur the revitalization of targeted sites and allow the City to receive more tax revenue than it would with an existing site. The site’s redeveloper, in turn would also forego the cost of a full tax assessment for a certain number of years. This tool can be used in Ducktown to target sites for redevelopment. In the Tourism District, this must occur with the consent of the Casino Reinvestment Development Authority.

8. Define clear data to gauge the Ducktown Neighborhood’s progress

Developing clear metrics including timeframes and goals and tie those goals to equity and well-being for Ducktown residents.

9. Recreational Programming Support

CRDA should invest in the youth of Atlantic City for youth programs, training and recreational opportunities.

10. Funding for Rooming House Compliance

CRDA, working with the City, should purchase and rehabilitate or demolish rooming houses that are not in compliance with the local building code.

11. Funding for Abandoned Property Compliance

CRDA, working with the City, should take control of vacant and abandoned homes and rehabilitate them.

12. Funding for Homeownership

NJ Housing and Mortgage Finance Agency and NJ Community Capital may provide first-time homebuyer mortgages as well as down payment and closing cost assistance.

13. Funding for Energy Assistance

The Low-Income Home Energy Assistance Program provides grants in varying amounts based on a household's income size, type of fuel, and type of dwelling, with no pay back required. The Universal Service Fund also helps make energy bills more affordable for low-income customers (www.energyassistance.nj.gov). Eligible customers may also receive financial assistance through Helping Hands, a program, funded by Atlantic City Electric, providing \$1 million annually to help struggling customers meet their energy needs. These funds are dispersed each year to low-income residents through the Affordable Housing Alliance, New Jersey SHARES, Catholic Charities of the Diocese of Camden, and the People for People Foundation.

14. Funding Opportunities

Bank Contributions

The Community Reinvestment Act or "CRA" is a federal regulation that was first passed in 1977. It is designed to encourage insured financial institutions (i.e., banks) to help meet the credit and community development needs of all income levels in the communities where they operate. The CRA requires banks to demonstrate their performance in meeting the needs of everyone in their community. All banks are periodically evaluated by their federal banking regulator to ensure that their lending is meeting the needs and is inclusive of all income levels in their markets. Larger banks must also show how they support their communities through community development services and qualified investments. Non-profit organizations are important partners in bank community development. Non-profits understand the areas of need in a community and are on the front line of meeting those needs through their own programs and services. Banks often partner with and support local non-profits as part of their overall CRA strategy. The following banks are located in the Atlantic City area and assist non-profits.

OceanFirst Foundation

www.oceanfirstfdn.org

OceanFirst Foundation provides grants that help families, organizations, schools and communities in southern New Jersey. The project must fit within their four core priority areas: Health and Wellness, Housing, Improving Quality of Life, and Youth Development and Education.

Wells Fargo Bank

Wells Fargo Bank works with community organizations, nongovernmental organizations (NGOs), local governments, and other stakeholders to deliver capital, credit, financial education, and other solutions that meet the needs of our customers and communities and, ultimately, help make our economy stronger. Some of our key initiatives include:

- The Wells Fargo NeighborhoodLIFT program supports sustainable homeownership and help stabilize low- to moderate-income neighborhoods by providing down payment assistance and homebuyer education in collaboration with NeighborWorks® America and local non-profit housing organizations.
- Wells Fargo Works for Small Business® provides a wide range of resources, guidance, and services that help entrepreneurs take the next step toward their goals.

- The Hands on Banking program and its Spanish-language counterpart, El Futuro en tus Manos® is a free and fun money management program that teaches people in different stages of life the basics of responsible money management. Two of our newest programs include Hands on Banking for Military and Hands on Banking for Seniors.
- Wells Fargo Community Lending and Investment supports economic development by investing debt and equity capital in low- and moderate-income neighborhoods with limited access to traditional financial services.
- CommunityWINSSMCommunity Wins Opens Dialog (Working/Investing in Neighborhood Stabilization) in collaboration with the U.S. Conference of Mayors provides \$3 million over 3 years to non-profits and cities that support neighborhood revitalization, economic development, and job creation initiatives.
- The Wells Fargo Works for Small Business®: Diverse Community Capital program provides diverse-owned small businesses with access to capital, technical assistance, business planning and other tools and resources.

TD Bank

- Community Sponsorship - Sometimes, communities and the non-profits that serve them need a onetime boost to reach a specific goal. Or they want to offer an educational or entertainment series that enriches their neighborhood and expands their community's connections. From Maine to Florida, TD Bank sponsors events, programs, projects and activities that make a positive local impact, investing in the places and people.
- Housing for Everyone Competition
- Non-profit Resource Training Fund - Non-profit organizations are often the backbone of a community, providing necessary services like job placement, meal delivery and training that wouldn't be available otherwise. Their employees—dedicated to their organization's mission—can spend long hours performing a variety of tasks, sometimes reaching outside of their own professional knowledge and experiences. Through the Non-Profit Resource Training Fund, eligible community-based organizations can receive grants of up to \$1,000 for employees to attend approved classes and receive the education they need to help themselves and their programs succeed.

PNC Bank

PNC Foundation has been supporting non-profit organizations for decades. The Foundation exists to establish partnerships with community-based non-profit organizations in order to enhance educational opportunities for children and to promote the growth of targeted communities through economic development initiatives. PNC Foundation concentrates its charitable giving on non-profit organizations focusing on the following areas:

- Education—the Foundation provides sponsorship to less-fortunate children, ages 0-5; and to programs that focus in the areas of math, science, financial education and also provide direct services to children in their classroom; professional development to teachers; family engagement, etc.

- Economic Development & Community Services– sponsorship is provided to community development initiatives that promote the growth of targeted low-and moderate-income communities and/or provide services to these communities, such as job training programs, early learning and educational enrichment programs for children in low-and moderate-income families.
- Affordable Housing and Community Development – grants are provided to non-profits that provide transitional housing and/or counseling services; as well as non-profit organizations that provide services for small businesses.
- Revitalization and Stabilization of Low-and Moderate-Income Areas – support is given to organizations that help stabilize communities.
- Arts & Culture – grants are provided for cultural enrichment programs.

Bank of America

In 2019, the Bank of America Charitable Foundation will issue two requests for proposals on the priority focus area of economic mobility:

- The first will focus on the on the needs of individuals and families by investing in workforce development & education and basic needs.
- The second will focus on the needs of the community by addressing economic development and social progress by investing affordable housing, revitalization, arts, and the environment.

Other Funding Sources

Reinvestment Fund

Healthy Food Financing Initiative

www.investinginfood.com

Targeted grants are available for eligible projects or partnerships that seek to improve access to healthy food in underserved areas. Approximately \$1.4 million will be available to fund applications under this program. Grant awards range from \$25,000-\$250,000.

USA Today

A Community Thrives

www.act.usatoday.com

A Community Thrives empowers communities to take on local challenges and share the issues important to them around education, wellness, and culture, on a national platform. USA Today does more than just provide grant money to local organizations. They promote ideas and communities.

Geraldine Dodge Foundation

www.grdodge.org

The Geraldine R. Dodge Foundation supports arts, education, environment, informed communities, and poetry to connect communities and influence social change to achieve an equitable New Jersey.

New Jersey Community Capital

www.newjerseycommunitycapital.org

New Jersey Community Capital is a non-profit community development financial institution that provides innovative financing and technical assistance to foster the creation of quality homes, educational facilities, and employment opportunities in underserved communities of New Jersey.

15. Building Momentum: Partnerships and Resource Development

Throughout the life span of a community development project or organization, it is important to always be focused on partnership and resource (financial and otherwise) development. The following are some contacts and informational resources that may help that process:

Elected Officials Directory and Legislative Information

<http://www.montclair.edu/newsinfo/findofficial.html>

<http://congress.org/congressorg/officials/state>

These online resources provide information about state and local elected officials and current legislative issues.

New Jersey Economic Development Authority (EDA)

PO Box 990

Trenton, NJ 08625-0990

Phone (609) 292-1800

<http://www.njeda.com/notforprofits.asp>

This state entity provides low-interest loans and other resources to help businesses and non-profit agencies get the capital they need to invest and expand in New Jersey.

New Jersey Economic Development Directory

http://www.ecodevdirectory.com/new_jersey.htm

If your issues are focused on or related to urban or economic revitalization, this site can help you find existing economic development agencies.

State of New Jersey Grant Resources <http://www.state.nj.us/grants.html>

This Web page provides information on types of grant programs offered by the State of New Jersey.

Council of New Jersey Grantmakers

315 West State Street (Office)

101 West State Street (Mailing)

Trenton, NJ 08608

Phone 609-341-2022 Fax 609-777-1096

www.cnjg.org

E-mail: brambo@tesc.edu

This is a regional association of Grantmakers in New Jersey. Additional information about the forum can be found at http://givingforum.org/about/profile_newjersey.html

Fannie Mae Foundation

Phone 202-274-8057

grants@fanniemaefoundation.org <http://www.fanniemaefoundation.org/grants/grants.shtml>

The Fannie Mae Foundation awards grants to non-profit organizations that create affordable homeownership and housing opportunities in cities, towns, and rural areas across the United States.

Ford Foundation

320 East 43 Street New York, NY 10017

<http://www.fordfound.org/about/guideline.cfm>

One of the areas of interest for this national Grantmaker is its Asset Building and Community Development Program.

Implementation Strategy				
Key	Recommendation	Time Frame	Responsible Party	Funding Source
AA	Ducktown Community Development Corporation	ST	DNA	DNA
AA.1	Establish and secure funding for Ducktown Community Development Corporation (DCDC)	ST	DNA	Banks, local businesses/institutions
AA.2	Apply for Wells Fargo Implementation Grants	ST	WFRF; DCDC	WFRF
AA.3	Secure project implementation funding (e.g. NRTC)	MT	DCDC (lead); NJDCA; foundations	NJDCA; corporate/philanthropy
AA.4	Establish social media presence	ST	DCDC Staff	N/A
A	Clean and Safe Neighborhood			
A.1	Support community policing and camera infrastructure	ST	ACPD; CRDA; DCDC; local businesses	USDOJ-TIPS; NJOEM-NJSP; CRDA
A.2	Mobilize a Neighborhood Watch Group.	MT	ACPD; CRDA; DCDC; local businesses	In-kind donations, USDOJ-BJA
A.3	Continue to organize annual neighborhood clean-ups.	ST	CITY; CRDA; DCDC	NJ Clean Communities; NJDCA
A.4	Monitor negligent property owners to address code violations.	ST	NJDCA; City; ATCO; CITY; DCDC	NJDCA
A.5	Improve street conditions.	ST	CITY; CRDA; DNA; NJDOT	NJ Clean Communities; NJDCA; NJDOT
A.6	Undertake façade and streetscape improvements.	MT	CRDA; DCDC; business and landlords	CRDA; NJEDA; USEDA
A.7	Advocate Redevelopment of Abandoned Buildings.	ST	ACIA; CRDA; City	CRDA
A.8	Expand neighborhood maintenance efforts	ST	City; CRDA; DCDC	NJCC; NJDCA; businesses/institutions
A.9	Improve the Ducktown streetscape	LT	ACPD; DCDC; City	RU; USDOJ; HUD-CDBG
A.10	Install police substation	ST	ACPD; DCDC; City; CRDA	ACPD; USDJ; NJOEM; CRDA
B	Neighborhood Enhancement			

B.1	Improve neighborhood group outreach and engagement	ST	DNA; DCDC; NJDCA; neighborhood	WFRF; community engagement grants
B.2	Support the creation of murals throughout the neighborhood	ST	ACAF; City, DCDC	Philanthropy; NJCT; various grants
B.3	Continue to promote ways for youth to express pride in the neighborhood creatively.	MT	ACBE; SU; DCDC; NJEA	NJDOE; NJEA; Education Fd. Partners;
B.4	Identify potential sites for ARTeriors displays.	MT	ACAF; DCDC; 4 AC x AC; SU	Philanthropy; NJCT; NEA
B.5	Encourage pop-up uses in Ducktown.	ST	CRDA; CITY; businesses; COC; 4ACxAC	DCDC; CRDA
B.6	Expand the capacity of neighborhood group to have a strong voice in the community.	LT	DCDC; NJDCA; religious/social groups	WFRF; community engagement grants
B.7	Maintain an authentic sense of place	LT	CITY; DCDC; DNA; HPO; SJCA;	NJHPO; NT; CDBG; USEDA; SJCA
B.8	Develop a Ducktown branding/marketing scheme and a buy local campaign.	MT	ATCO; DCDC; DNA	NJDCA; NJEDA; CRDA; philanthropy
B.9	Organize events to boost foot traffic and promote businesses	ST	DCDC; local businesses; CCDC; City	Fundraising/in-kind
B.10	Support smart cities technology	LT	NJIT; ACE; ATCO; City; CRDA	Corporate philanthropy; CRDA; grants
C	Planning & Zoning - General Planning Recommendations			
C.1	Explore opportunities to create live-work units in the neighborhood.	MT	CITY; CRDA; NJDCA	N/A
C.2	Modify bulk and area standards	ST	CITY; CRDA; NJDCA; DCDC; DNA	N/A
C.3	Modify height restrictions for new and elevated buildings.	ST	CITY; CRDA; NJDCA; DCDC; DNA	N/A
C.4	Modify parking requirements and consider innovative parking strategies.	ST	CITY; CRDA; NJDCA; DCDC; DNA;	N/A
C.5	Utilize innovative and cooperative parking solutions.	MT	CITY; CRDA; NJDCA; DCDC; DNA;	N/A

C.6	Encourage to develop as a Transit Village.	ST	CITY; CRDA; NJDOT; NJT; ACJA	N/A
C.7	Make Atlantic City's and CRDA's development standards consistent in Ducktown.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
C.8	Develop interior property standards.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
C.9	Remove or modify existing dwelling unit density standards.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
C.10	Reexamine landscaping requirements in order to facilitate neighborhood resiliency and safety.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
C.11	Increase height requirements.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
C.12	Reduce parking requirements.	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
D	Planning & Zoning - CRDA Tourism District Zoning Recommendations			
D.1	Consolidate and modify CRDA zoning boundaries	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
D.2	Prohibit "big box" stores in all sections of Ducktown	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
D.3	Match building height standards to Atlantic City's standards	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
D.4	Develop amenity-rich, community-accessible and contextual programming for large-scale redevelopment sites	MT	CITY; CRDA; NJDCA; DCDC; DNA; property owners/redevelopers;	N/A
E	Planning & Zoning - Atlantic City Municipal Zoning			

E.1	Consolidate and modify City zoning boundaries to enhance consistency between districts	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
E.2	Expand permitted uses in the NC-1 Zone	ST	CITY; CRDA; NJDCA; DCDC; DNA; resident/business input	N/A
F	Resiliency Improvements			
F.1	Assist homeowners and other owners to bring properties into flood compliance	ST	DCDC (lead); CITY; FEMA; NJOEM	N/A
F.2	Stormwater management Improvements	LT	CITY; CRDA; ATCO; FEMA; NJDCA	CDBG; FEMA
F.3	Rebuild the back-bay bulkheads	ST	USACOE; CITY; CRDA; Private property owners; NJDEP; FEMA	NJDEP; USACOE; FEMA; CRDA
G	Economic Development			
G.1	Support businesses in the existing community and give them capacity to grow and self-determine:			
G.1a	Provide business counseling and seed funding.	ST	DCDC (lead); NJDCA; NJEDA	TBD
G.2	Develop new amenities and opportunities to grow tourism in the neighborhood			
G.2a	Create a Neighborhood Park to serve the Ducktown community.	ST	NJDEP Green Acres; CITY; SJG; ATCO	NJDEP; Philanthropy; SJG; ATCO
G.2b	Redevelop Trump Plaza.	ST	Developers; CITY; CRDA; DCDC	Private funds; incentives/tax credits
G.2c	Redevelop the West Hall of Jim Whelan Boardwalk Hall.	LT	CRDA; Developers; CITY; DCDC	TBD
G.2d	Redevelop the Playboy Casino Site.	LT	Developers; CITY; CRDA; DCDC	Private funds; incentives/tax credits
G.2e	Redevelopment of the CRDA vacant properties.	LT	CRDA; Developers; CITY; DCDC;	TBD
G.2f	Encourage local hiring when possible in new developments and locally-owned business.	MT	NJEDA; ACCC; DCDC; NJDCA; NJLWD	N/A
G.3	Foster the growth of new enterprises and in-fill development			

G.3a	Promote large-scale or anchor redevelopment of certain properties.	ST	City; CRDA; DCDC; business partners; realtors; NJDCA; NJEDA	CRDA; NJDCA; NJEDA
G.3b	Reactivate Jim Whelan Boardwalk Hall as CRDA headquarters and Incubator Space.	ST	CRDA; ACIA; DCDC	CRDA (sale of existing headquarters)
G.3c	Promote Ducktown for office and professional Uses.	MT	CRDA; DCDC; landlords; businesses	NJDCA; NJEDA
H	Expand the Neighborhood's Arts and Culture			
H.1	Build on the existing Arts Programs.	LT	ACAF; SCA; NJAC; SU	SJCA; philanthropy; NJ Arts Council
H.2	Use Historic Preservation as an Economic Development tool.	MT	HPO; DCDC; CAC; ATCO; non-profits	HPO; National Trust
I.	II. Transportation			
I.1	Pave Atlantic Avenue and Fairmount Avenue.	ST	City; NJDOT; ATCO	NJDOT Local Aid
I.2	Encourage Car Share Services to Provide More Car Share Locations Locally.	MT	City; CRDA; DCDC	N/A
I.3	Advocate for Implementation of Improvements to the Pedestrian and Bike Network.	ST	DCDC; CRDA; City; NJDOT; ATCO	NJDOT; CRDA; SJCA
J	Human Capital			
J.1	Human Capital Sub-Section 1: Livability			
J.1A	Leverage the Opportunity Zone designation to develop economic opportunity and jobs	ST	DCDC (lead), NJ EDA; NJ DCA; ACEA;	N/A
J.1B	Foster assistance programs for residents who may not qualify for existing govt. aid	MT	CAC; CH; JFS; Oasis; VOA; DCDC	TBD
J.1C	Assistance residents living just above the poverty level who fail to qualify for assistance	MT	CAC; CH; JFS; Oasis; VOA; DCDC	TBD
J.1D	Develop "point guards" program that can connect immigrant residents to services	ST	BGCA; CH; DCDC; JFS; VOA; churches	Philanthropy; ABA; NASW
J.1E	Utilize religious institutions and schools to reach out to parents about programs	MT	ACBOE; SU; ACCC; businesses; DCDC	ACCC; SU; NJDOE; NJLWD
J.1F	Encourage community gardens in existing public space.	MT	\$0 (grants, in-kind donations)	DCDC; DNA; businesses; residents

J.1G	Encourage and provide workforce training and adult education.	MT	ACBOE; SU; ACCC; businesses; DCDC	ACCC; SU; NJDOE; NJLWD
J.2	Human Capital Sub-Section 2: Education			
J.2A	Identify barriers to student achievement and assess gaps in service available to students.	LT	ACBOE; ACCC; SU; PTA	N/A
J.2B	Offer low-cost classes for adults looking to enhance their skills and seek higher education.	MT	ACBOE; SU; ACCC; businesses; DCDC	ACCC; SU; NJDOE; NJLWD
J.2C	Pursue mentorship and apprenticeship opportunities for Ducktown students.	ST	DCDC; Local businesses; ACBOE	DCDC; NJLWD
J.2D	Encourage CRDA to invest in youth programs, training & recreational opportunities.	MT	BGCA; CAC; CRDA	CRDA; BGCA
J.2E	Develop a neighborhood scholarship program to assist in attaining higher education.	ST	ACBOE; business; ACCC; SU; DCCC	Philanthropy
J.3	Human Capital Sub-Section 3: Housing			
J.3A	Promote and incentivize home ownership.	MT	ACIA; ATCO; City; DCDC; WFRF	ACIA; ATCO; DCDC; WFRF
J.3B	Encourage housing to accommodate intergenerational living and access for the disabled.	LT	CITY; CRDA; NJDCA; DCDC	N/A
J.3C	Support ordinance revisions for boarding houses to require fines for noncompliance.	ST	City; CRDA; ATCO; ACPD	N/A
J.3D	Support the closure/renovation of boarding houses that are not operating in compliance	ST	City; CRDA; ATCO; ACPD	N/A
J.3E	Support ordinance revisions that require that rental units be inspected every two years	ST	City; CRDA; ATCO; ACPD	N/A
J.3F	Strengthen the City's housing inspection, registration, and tenant relief system	ST	City, DCDC; LSNJLAW	N/A
J.3G	Incentivize and encourage property owners to abate lead in houses	MT	ACIA; ATCO; City; CRDA; NJDCA; DEP	NJDCA; ACIA; EPA
J.3H	Ensure that housing redevelopment preserves density and livability	LT	CITY; CRDA; NJDCA; DCDC; DNA;	N/A
J.4	Human Capital Sub-Section 4: Food Access			
J.4A	The development of new food retail spaces should continue to be pursued.	MT	NJDCA; CRDA; City; DCDC; owners	USDA; NJDOH

J.4B	Support the viability of existing neighborhood food providers	ST	City; CRDA; ATCO; NJDOH; NJDCA	N/A
J.4C	Educate residents about the Supplemental Nutrition Assistance Program	ST	USDA; NJDOH; ATCO; City; DCDC	USDA; NJDOH; religious groups
J.4D	Incentivize provision of affordable produce at local stores.	ST	NJDCA; ATCO; DCDC; NJDOH	USDA; NJDCA; Reinvestment Fund
J.5	Human Capital Sub-Section 5: Health and Healthcare			
J.5A	Promote health insurance uptake by area residents and provide multi-lingual counseling	ST	AC; NJDOH; NJDBI; major insurers	NJDCA; NJDOH; major insurers
J.5B	Provide opportunities for adults to undertake physical fitness	MT	NJDEP Green Acres; City; ATCO	NJDEP Green Acres; CRDA; ATCO
J.5C	Establish a cross-jurisdictional team to address public health issues	MT	AC; NJDOH; NJDBI; major insurers; Stockton University; ATCO	N/A
K	Civic and Social Capital			
K.1	Support the addition and expansion of cultural and religious uses in the neighborhood.	MT	Religious groups; City; CRDA; private property owners; SU; St. Michael's	N/A
K.2	Enhance lines of communication and working relationship between the City and the Ducktown community	LT	ACPD; City; CRDA; neighborhood groups; DCDC; religious groups; hyper-local chamber of commerce; City social service groups	N/A
	AC – AtlantiCare; ACAF – Atlantic City Arts Foundation; ACCF - Atlantic City Community Fund; ACBOE- Atlantic City Board of Education; ACCC- Atlantic-Cape Community College; ACEA- Atlantic County Economic Alliance; ACIA- Atlantic County Improvement Authority; ACJA – Atlantic City Jitney Association; ACOE- Atlantic County Office of Education; ACPD- Atlantic City Police Department; ATCO- Atlantic County; BGCA- Boys and Girls Clubs of America; CAC- City of Atlantic City; CFSJ - Community Fund of South Jersey; CH- Covenant House; COC – Greater Atlantic City Chamber of Commerce; CRDA- Casino Reinvestment Development Authority; DCDC- Ducktown Community Development Corporation; DNA- Ducktown Neighborhood Association; FEMA- Federal Emergency Management Agency; HCDNJ- Housing and Community Development Network of New Jersey; HPO- NJDEP Historic Preservation Office; JFS- Jewish Family Services; MBCA – Metropolitan Business and Citizen Association; NIA – National Endowment of the Arts; NT – National Trust; NJCC - NJ Clean Communities; NJCT – New Jersey Cultural Trust; NJDCA- NJ Department of Community Affairs; NJDEP- NJ Department of Environmental Protection; NJT – NJ Transit; NJDOTT- NJ Division of			

	Travel and Tourism; NJEDA- New Jersey Economic Development Authority; NJOEM- NJ Office of Emergency Management; OC - O.C.E.A.N., Inc.; RU – Rutgers University; SU- Stockton University; USDJ – US Department of Justice; USEDA – US Economic Development Agency; VOA- Volunteers of America; WFRF- Wells Fargo Regional Foundation
	<p>ST- Short term: Short-term, focused, and easily implementable recommendations that can be fulfilled in five-year timeframe</p> <p>MT- Medium Term: Smaller scale efforts that can be initiated immediately but will require time, resources, and coordination in the short term to be viable in a longer term</p> <p>LT- Long term: Structural changes and new programs that can explored immediately but will likely not come to fruition within the short or medium terms</p>

Evaluation and Ongoing Engagement

With an implementation plan and schedule established for Ducktown and its neighborhood partners moving forward, it will become necessary to establish and implement evaluation to measure the progress of the plan and fine-tune it for the future. Whereas this plan is a picture of a moment in time, the Ducktown of tomorrow will be changing in response to what is being implemented and how it is being implemented.

Planning Implementation Oversight

The implementation of Revitalize Ducktown will be measured by the leadership of Ducktown's neighborhood groups. The Neighborhood Plan anticipates that implementation will fall under the auspices and leadership of the Ducktown Community Development Corporation and its partners. The DCDC will be a non-profit entity with professional staff and stable funding to carry forward the implementation of the plan. The DCDC will be staffed by professionals who will undertake projects under the tutelage of an Executive Director who answers to the board.

The DCDC staff, boards, and Director will create and maintain regular access to a formal project tracking system. Entries for each project recommended as part of this plan will be entered into the system and become part of the organization's work pipeline. Work will be assigned based on the progress of each of the recommendations. The project management system will be updated regularly to track progress towards implementation.

The project management system will ensure a steady supply of work and will provide information on implementation progress. New projects will be added with Board consent. As staff members are assigned to manage specific projects, grants, and initiatives, board members and the Director will be regularly apprised of progress on each aspect.

Evaluation Assessment

The evaluation plan will be manifest in the project tracking system maintained by the DCDC. An annual update on projects in a narrative format will be provided to both the board and the public.

The DCDC will be charged with maintaining and updating statistics and similar data on implementation. This data should be collected in a centralized document with accompanying documentation. This information will be derived from public sources (e.g. US Census), private sources/proprietary data (e.g. Reference USA), data provided by partners, and data generated or collected in the field by the DCDC. Metrics for measuring implementation project will include, but are not limited to, the following:

- ◆ Organizations/groups approached and active partners
- ◆ Meetings attended/represented
- ◆ Events hosted and attendance
- ◆ Grant and financing programs applied for and received
- ◆ Neighborhood, city, and regional population and social data
- ◆ Neighborhood, city, and regional employment data
- ◆ Neighborhood, city, and regional tourism/visitation data

- ◆ Total direct and indirect public/private investment
- ◆ Abandon homes renovated/sold for homeowners
- ◆ Real estate sales and property records (incl. foreclosure, tax data)
- ◆ Business enterprise data (incl. estimated revenue and employees)
- ◆ Vehicle traffic and transportation data (including parking spaces)
- ◆ Non-profit formation/usage
- ◆ Crime statistics/location
- ◆ Education statistics and achievement (K-12 and adult)
- ◆ Health statistics

The metrics collected by DCDC will comprise a databank that will be used to measure implementation project and provide background for grant applications, meetings, press releases, and instances in which neighborhood information needs to be collected.

The following measures represent general indicators of the DCDC's performance. More specific and targeted indicators will be decided by the Corporation and board:

- Job growth and heightened economic activity (including new businesses and visitation) in the neighborhood
- Increase in home rehabilitations, code compliance, and expanded housing stock
- Redevelopment and new economic activity generated on economic dead-weight properties (i.e. vacant lots)
- Increase in grant funding and partnerships directed to households, individuals, and non-profits in the neighborhood
- Decrease in negative neighborhood indicators (i.e. crime, abandoned/foreclosed properties, litter)
- Neighborhood-specific increase in positive socioeconomic indicators (life expectancy, income per capita and per household, educational attainment)

Feedback Opportunities

The evaluation process will consist of internal reviews, external oversight, and public communication/engagement. The following formal outreach events are expected:

- Monthly DCDC board meetings
- Annual "listening session" and annual report presentation open to the public
- Quarterly updates at City Council, CRDA board meetings, and Atlantic City Executive Council meetings
- Field work/perceptions surveys undertaken in the neighborhood by DCDC staff (as needed)
- Ongoing social media engagement
- Presentations to and dialogue with community development colleagues and professionals (ongoing)

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