

AGENDA ITEM#	11
BOARD MEETING DATE	11-4-2020

**RESOLUTION AUTHORIZING THE JERSEY CITY HOUSING AUTHORITY TO EXPLORE THE DEVELOPMENT OF A HOMEOWNERSHIP COMPONENT, PUBLIC LIBRARY BRANCH, INCLUDING COMMUNITY SPACE AND A RESIDENT SERVICES OFFICE, AND COMMERCIAL RENTAL PROPERTY AS PART OF THE ADOPTED HOLLAND GARDENS VISIONING PLAN**

**WHEREAS**, Holland Gardens is a public housing complex owned by the Jersey City Housing Authority (JCHA) comprised of five low-rise brick garden apartment buildings, consisting of 192 “family” designated units in the “Neighborhood District” of the Jersey Avenue Light Rail Redevelopment Plan within Ward E of the City of Jersey City and in close proximity to Route 139 and the Holland Tunnel; and

**WHEREAS**, due to the property’s physical condition and aging mechanical systems, it has become increasingly difficult and costly to maintain, rendering it nearly obsolete. The buildings’ age and condition have resulted in decreased quality of life for residents of Holland Gardens; and

**WHEREAS**, pursuant to the requests of its residents and Holland Gardens Resident Council leadership to address short and long-term physical, mechanical and environmental deficiencies at Holland Gardens, the JCHA implemented a comprehensive project plan which included immediately addressing necessary repairs and adopting a visioning process for the purpose of strategizing long term rehabilitation and redevelopment goals; and

**WHEREAS**, in accordance with its Architect and Engineering Services Contract the JCHA commissioned Kitchen & Associates (Kitchen), a multi-disciplinary design firm with significant experience working with public housing authorities and designing community charrette processes, to develop a visioning process that actively engaged Holland Gardens residents and incorporated their input; and

**WHEREAS**, Kitchen compiled the data and developed a Visioning Plan based on resident input and in conformity with the City of Jersey City’s Jersey Avenue Light Rail Redevelopment Plan Area (City Redevelopment Plan) to be used as a basis for the JCHA to procure a development partner(s) through an RFQ and RFP process; and

**WHEREAS**, arriving at a consensus that the future of Holland Gardens would be a mixed-use, mixed-income high-rise community that would include 1:1 replacement of the 192 public housing rental units, the Visioning Plan provides Scenarios 2A and 2B to illustrative how the development direction may take shape; and

**WHEREAS**, “Scenario 2B” includes the extension of 15<sup>th</sup> Street through Holland Gardens which helps conform to the City Redevelopment Plan while adding a second building which may be best suited for a homeownership component, which would include 30 or more for-sale condominiums and that at least half of these units would be affordable

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and available to low-income, moderate-income and work-force housing eligible residents, with the remainder being market-rate for sale units; and

**WHEREAS**, the area identified for the second building in Scenario 2B would in addition to the homeownership component also include a site for a branch of the Jersey City Free Public Library, which would include community space and a resident services office, and commercial rental space suitable for a supermarket and/or bank or other similar commercial enterprise; and

**WHEREAS**, the JCHA wants to explore these possible components with Holland Gardens residents and stakeholders; and

**WHEREAS**, no funds are needed to be awarded for this Resolution and therefore no Certificate of Funds is required.

**NOW THEREFORE BE IT RESOLVED** that the JCHA Board of Commissioners authorizes the Jersey City Housing Authority to explore the possibility for Holland Gardens' revitalization to include a majority-affordable home ownership component, public library branch with community space and a resident services office and commercial rental space as part of the Holland Gardens Visioning Plan.

**Dated: November 4, 2020**

COMMISSIONERS	Motion	2 <sup>nd</sup>	AYE	NAY	Absent	Abstention
J. Dublin			✓			
H. Fuentes			✓			
A. Herbold					✓	
R. Jones			✓			
F. Kitchens		✓	✓			
A. Abdullah	✓		✓			
R. Mukherji			✓			

I hereby certify that the hereinabove Resolution accurately memorializes the Resolution of the Board of Commissioners of the Housing Authority of the City of Jersey City as presented at its meeting of November 4, 2020 in the presence of a legally binding quorum.

  
 Vivian Brady-Phillips  
 Executive Director Secretary

S E A L

**DATE:** November 4, 2020

**TO:** JCHA Board of Commissioners

**FROM:** Vivian Brady-Phillips, Executive Director  
Stephen F. Cea, Director of Development, Modernization & Sustainability

**Re:** Resolution Authorizing JCHA to Explore Adding a Homeownership Component, Public Library Branch with Community Room and Resident Services Office & Commercial Rental Property as Part of the Holland Gardens Visioning Plan

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**Background**

Holland Gardens is a public housing complex owned by the Jersey City Housing Authority (JCHA), which is comprised of five low-rise brick garden apartment buildings with 192 family-designated units. The Property is located in the “Neighborhood District” of Jersey City’s Jersey Avenue Light Rail Redevelopment Plan Area (Redevelopment Area Plan). Due to the property’s physical condition and aging mechanical systems, it has become increasingly difficult and costly to maintain, rendering it nearly obsolete. In response to concerns raised by Holland Gardens’ residents and Holland Gardens Resident Council leadership regarding short- and long-term physical, mechanical and environmental deficiencies at the site, the JCHA implemented a comprehensive project plan to address necessary repairs and a visioning process to guide the site’s future revitalization.

In January 2019, the JCHA commissioned Kitchen & Associates (Kitchen), a multi-disciplinary design firm with significant public housing and community charrette experience, to develop a visioning process that actively engaged Holland Gardens’ residents and incorporated their input. Kitchen compiled the data and developed a Visioning Plan based on resident input and in conformity with the Redevelopment Area Plan to be used as a basis for the JCHA to procure a development partner(s) through an RFQ and RFP process. **A copy of the Visioning Plan is attached hereto as Exhibit A.** Arriving at a consensus that the future of Holland Gardens would be mixed-use, high-rise community that would include 1:1 replacement of the 192 public housing rental units, the Visioning Plan presented two illustrations (Scenarios 2A and 2B) to show “how the development direction may take shape,” with the understanding that the future developer-partner selected would present a specific proposal responsive to the Visioning Plan’s design direction.

## Exploring Development of a Home Ownership Component, Library Branch and Commercial Rental Property as Part of the Vision Plan

For the reasons set forth below, JCHA management seeks the approval of the JCHA Board of Commissioners to explore development of: (1) a homeownership component (in addition to replacement of the 192 public housing rental units), (2) a public library branch, which will include community meeting space and a resident services office, and (3) commercial rental space that could house a supermarket and/or bank or similar commercial entity. Scenario 2B of the Visioning Plan includes the extension of 15<sup>th</sup> Street and the development of a second building structure. As set forth below, this second building structure on the southern side of the newly extended 15<sup>th</sup> Street would be suitable for these new proposed elements of the Holland Gardens redevelopment.

### *Homeownership*

The redevelopment of Holland Gardens provides a unique opportunity to preserve and revitalize public housing as part of a mixed-use, mixed-income development. The JCHA has consistently expressed its commitment to preserving the existing Holland Gardens public housing rental units through 1:1 onsite replacement of those units. JCHA management believes that there is an opportunity to expand affordable housing options through redevelopment of Holland Gardens by exploring the development of a homeownership component that reflects the goals of the Visioning Plan.

It is well-established that home ownership can be an important way for low- to moderate-income residents to achieve stability and greater self-sufficiency. Exploring the creation of a homeownership component as part of the adopted Vision Plan aligns with JCHA's mission and goals as a public housing authority. JCHA has previously successfully developed Dwight Street Homes, a homeownership program, and can build on this track record. We anticipate that the homeownership component at Holland could offer 30+ for-sale condominiums and that at least half of the units would be affordable two- and three-bedroom units available to low-income, moderate-income and workforce housing eligible residents. The expectation is that the remaining condominiums offered would be market-rate units.

The development of affordable homeownership opportunities is particularly important in the neighborhood where Holland Gardens is located, which currently offers limited affordable housing opportunities. JCHA management therefore seeks the Board's approval to explore the possibility of adding a homeownership component with Holland Gardens' residents and other stakeholders, and to develop a strategy for the Board's consideration, which would include a proposed AMI mix and identified sources for home-buying purchasing assistance. While Holland Gardens' residents will have a right of return to the replacement public housing units at the site, it is anticipated that they may also qualify for proposed homeownership opportunities.

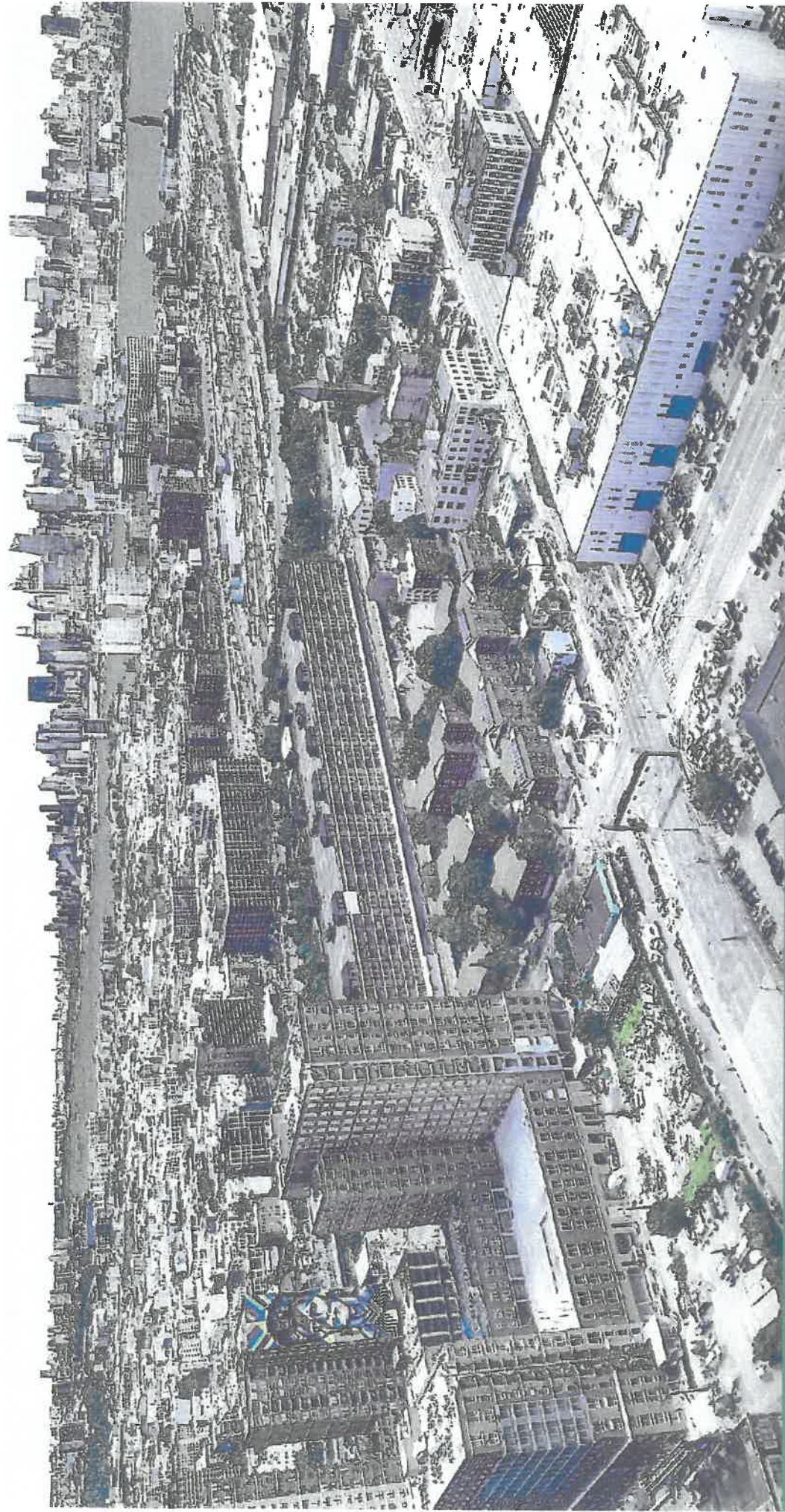
### *Library, Community Room, Resident Services & Commercial Space*

JCHA management would also like to explore the development of a Jersey City Free Public Library (JCFPL) branch library, which would include community room and a resident services office to be staffed by the JCHA Department of Resident Empowerment and Community Engagement (RECE). RECE currently works with 40 community partners to provide resources for the broader JCHA resident community, including those that address food security, youth development, digital inclusion, and support services for elderly/disabled residents. The

inclusion of a branch library would have tremendous benefit to all residents in the surrounding neighborhood by offering a wide array of inclusive, community-focused educational, cultural and community resources. In addition to print and digital resources, the JCFPL offers education and literacy programming, employment assistance, college readiness support, children's services, services for older adults, and resources for small businesses and nonprofits. In addition, JCHA management would also like to develop commercial space for supermarket and/or bank or similar commercial entity in the space identified for the second building. In particular, we will explore the use of New Market Tax Credits (NMTC) to assist with this additional proposed construction. We believe this is possible because the southern side of the new 15<sup>th</sup> Street could be a separate and distinct phase of the revitalization, which would enable the NMTC to be utilized.

We look forward to providing the Board with a proposed strategy to include these new redevelopment components in the current Holland Gardens Visioning Plan.





Jersey City Housing Authority  
July 1, 2019

# HOLLAND GARDENS

## Visioning Process



# KEY ACKNOWLEDGEMENTS

## HOLLAND GARDENS VISIONING TEAM

Holland Gardens Residents

Jersey City Mayor

Steven Fulop

Jersey City Division of City Planning

Tanya Marione, AICP, PP, Director

Jersey City Housing Authority

Board of Commissioners

Raj Mukherji, Chairperson

Aneesah Abdulllah, Vice Chairperson

Reginald J. Jones, Board Member

Hector Fuentes, Board Member

Freddie Kitchens, Board Member

Amy Herbold, Board Member

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Tracey Scott

*This planning effort is funded  
by the Jersey City Housing  
Authority and approved by  
their Board of Commissioners.*



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# EXECUTIVE SUMMARY

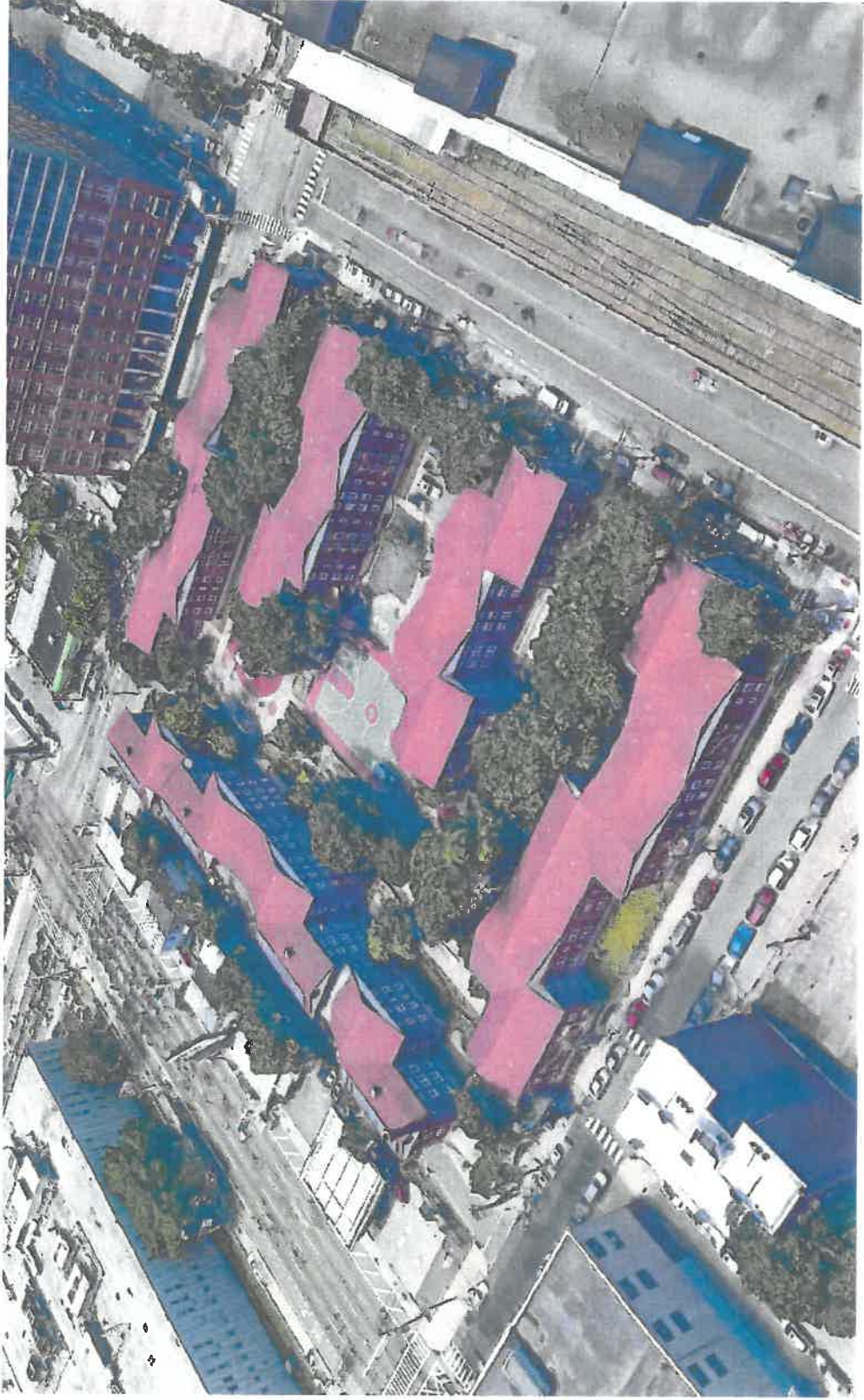
## OVERVIEW

The Jersey City Housing Authority sponsored a Planning/Visioning process conducted over the first six months of 2019 with the residents of Holland Gardens. To facilitate the process, JCHA retained the services of Kitchen & Associates, of Collingswood, NJ, an Architecture & Planning firm highly experienced in affordable housing and urban redevelopment. In fact, K&A had previously been successful working with other resident groups at JCHA properties, and also had the added benefit of having surveyed the Holland Gardens property several years earlier as part of an inventory-wide Capital Needs Assessment. Together, JCHA senior staff and K&A planners conducted a series of workshops and resident meetings through which the residents were able to share ideas, evaluate alternatives, and come together on how the future of the Holland Gardens site would unfold.

## KEY DECISIONS

Key decisions and specific aspects of the planning process are further discussed in the pages that follow, but can be summarized as follows:

- The existing conditions at Holland Gardens present significant challenges for both residents and JCHA. Apartments are very small, and none offer handicapped accessibility despite a significant number of residents who are seniors and/or disabled.
- With an estimated cost in excess of \$21M to simply fix what we have, the group decided to eliminate renovation as a reasonable option -- as it was financially infeasible and it did not address many of the underlying concerns residents have.
- The key commitment through the process was to ensure the 1:1 replacement of all 192 units of public housing on the site, in a manner that preserved the current mix of households, and incorporated larger units, additional parking, and substantial on-site amenities and services.
- Comparing various levels of intensity for new development, and considering what type of development is being done in the neighborhood, the consensus vision was to redevelop the site for higher density, mixed use, and a mix of incomes. The final vision incorporating upwards of 500 units, structured parking, rooftop outdoor amenities, and on-site services for seniors and pre-school children.





# VISIONING PROCESS

## VISIONING SESSION RECAP

The entire visioning process spanned six months of open meetings (one per month) with Holland Gardens residents and interested stakeholders. All meetings were highly interactive, and both recorded and made available for viewing in live-feed for those who could not attend in person. The purpose of these meetings was to work together to identify a common set of goals and produce a shared vision to guide the future revitalization of the property. The success of this process was driven by significant and consistent participation from Holland Gardens residents, who remained active and engaged throughout the entire six-month process. The meetings were organized to first draw out the concerns that residents have today, and then to reveal what their dreams are for their future. Senior staff members of the JCHA were present for all meetings, which reinforced the housing authority's commitment to the process and strengthened relationships. Each meeting began with a re-statement of the work already accomplished and the feedback previously given – so that the Visioning Team was confident that decisions made at each step of the process were correctly interpreted and built upon for subsequent discussions – ultimately giving consideration to a wide variety of redevelopment options, and resulting in a general vision for redevelopment that is understood and supported by the vast majority of Holland Gardens residents in attendance.



## SESSION 01

### INTRODUCTION AND OVERVIEW

January 28th, 2019

The first resident meeting was well attended – filling the entire Community Room – and revealed a great deal of resident interest in the future of Holland Gardens. This meeting was primarily to introduce the Visioning Team members, as well as providing an overview of the process to come. Mayor Fulup was in attendance and reinforced the City's commitment to supporting a process where resident input was respected and would have a meaningful impact on shaping the future direction for the property. Q&A dialogue began to reveal some of the key concerns residents had with the current conditions at Holland Gardens, as well as some aspects of living at Holland Gardens that residents desired to maintain.



## SESSION 02

### DEVELOPMENT PARAMETERS

February 19th, 2019

The Visioning Team engaged Holland Gardens residents in a series of interactive activities to gather information on the things they love about where they live and what they would like to see included in a redeveloped Holland Gardens. Residents provided input on how they engage with the surrounding neighborhood, how they are currently served by on-site amenities, the current condition and layout of their homes, and the challenges that are unique to living in this part of the City. The 'Kids Korner' even provided a venue for the youngest residents to draw what they envisioned as an ideal place to live. Before concluding, the entire group reviewed and prioritized the key results from each activity.



## SESSION 03

### POTENTIAL APPROACHES TO REVITALIZATION

March 19th, 2019

All of the feedback received was organized into a cohesive matrix – a ‘wish list’ – reflecting the key criteria that a redevelopment would seek to address. Holland Gardens Residents were then engaged in a conversation about scale and density, seeking to understand which redevelopment approaches can deliver most of the things they wanted. The team reviewed the costs and benefits of approaches ranging from rehabilitating the existing structures, to full demolition in order to facilitate medium and/or high-density new construction. This discussion’s clear decision was that renovating the existing buildings was not a viable option due to the many constraints inherent in the existing structures, and higher-density options were preferred.



## SESSION 04

### CHALLENGES AND OPPORTUNITIES

April 16th, 2019

This meeting provided residents with a ‘reality check’ in the middle of the visioning process. The Visioning Team analyzed the higher density development scenarios in terms of HUD’s goals for de-concentration of poverty, available financing resources, and local development patterns. Key to this discussion was JCHA’s commitment to re-create the existing unit count and mix of Holland Gardens within any future redevelopment. A Build out analysis for each scenario was presented and discussed, with high-density development of 10+ stories being identified as the path that best joined resident needs and financing requirements while remaining consistent with emerging development patterns in the neighborhood.



## SESSION 05

### NEIGHBORHOOD CONTEXT

May 21th, 2019

The Jersey City Division of City Planning led a discussion with residents on the current development trends and active planning efforts. The blocks surrounding Holland Gardens are poised for a higher density redevelopment than the Holland Gardens site is currently zoned for, and City Planning stated they were open to the higher density approaches that were emerging from the visioning process. The Visioning Team also led a discussion on apartment design, comparing current units in Holland Gardens to those that are being offered in the surrounding newer developments taking note that in a mixed-income redevelopment, the affordable units cannot be substantially different than the market-rate units.



## SESSION 06

### REDEVELOPMENT SCENARIOS

June 18th, 2019

The final meeting presented residents with a graphic understanding of the size and scale of the preferred high-density development approach, as well as a sense of how the process will likely move forward. The Visioning Team reviewed two development scenarios based on the density parameters established by the Jersey Ave Park Redevelopment which would allow for up to 500 units in 20+ stories if applied to the Holland Gardens site resulting in the opportunity to achieve most of their desired goals. JCHA concluded with a review of the future timeline and next steps, stressing that open communications and resident engagement on critical issues would continue throughout each step of the process.



# RESIDENT NEEDS

## OVERVIEW

The Visioning Sessions gave Holland Gardens residents the opportunity to share valuable information with the Visioning Team about how they live – both in their homes and in their community. They were able to share the things they love and identify the areas they see as missing or in need of improvement. Resident needs in both the private and public realm were discussed, documented and incorporated into the vision plan. In general, Holland Gardens residents love the access and safety provided by the property's central location and most would like to return to site once redeveloped. Residents are also acutely aware of the limitations of the current structures' ability to accommodate the needs of daily life for contemporary families and meet current standards of accessibility. Substandard unit sizes, limited amenities, lack of parking, and a challenging site design were all addressed as challenges for Holland Gardens Residents.





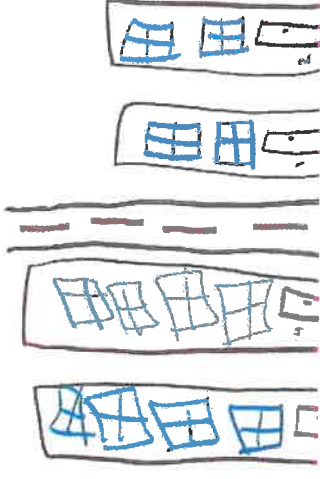
### NEIGHBORHOOD

Holland Gardens residents repeatedly identified public safety, good schools and a convenient location as neighborhood strengths. While their own home was overwhelmingly the first choice for “Favorite Place” – nearby schools, parks, retail and restaurants also all ranked highly, indicating that residents take advantage of the developments’ unique location which provides access to waterfront amenities, shopping centers, historic Hamilton Park and downtown Hoboken. Residents’ primary concerns about the neighborhood focused on the quality and availability of housing in the area, a desire for a more healthy living environment, and access to transportation services to more easily connect with the rest of the City.



### SITE

Resident feedback was mixed on Holland Gardens current “superblock” site design, and limited on-site amenities. The most positive feedback was related to the sense of community identity, yet at the same time, the low-rise, interior-focused layout contributed to a sense of not being a part of the neighborhood improvements happening all around. As development in the blocks surrounding Holland Gardens intensifies, the limited on-site parking is being overwhelmed by increased demand for parking. Due to the “superblock” site layout, residents also face challenges with simple things like receiving packages and pizza delivery. Residents expressed excitement about a new senior center that recently opened at the complex, however, site amenities remain insufficient for the community. A fitness room, additional community space, more off-street parking, after-school and childcare programs, and laundry facilities all ranked highly as amenities residents would like to see in a redeveloped Holland Gardens.



### HOME

Holland Gardens residents are largely positive about the convenience and safety of their neighborhood, however they see room for improvement in the amenities provided by the existing units and buildings. Constructed in 1944 the structures fall short of meeting current accessibility requirements and the spatial needs of today’s families. Kitchens, bathrooms and closets were all identified as undersized and insufficient. An absence of elevators creates accessibility challenges for many residents. Washers and dryers are not standard and there is no on-site facility for residents who do not have in-unit facilities. With an estimated cost to renovate the existing buildings of approximately \$21M, as well as the long-term disruption inherent in a renovation project of that magnitude, the resident preference was clear that investing in the existing buildings was not what they wanted for their future – an effort of that scale should result in a better outcome for all, and not be limited within the framework of the existing property layout and configuration.



# SITE AND CONTEXT

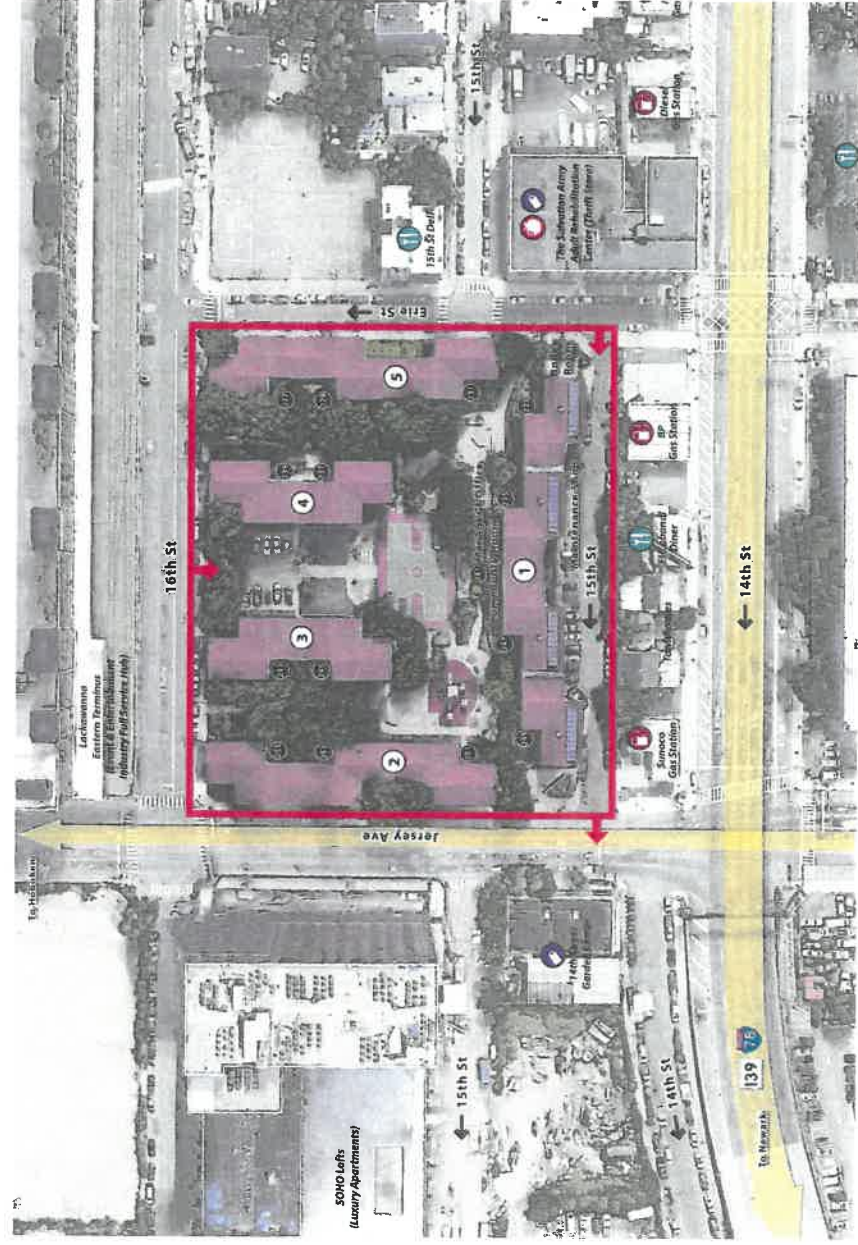
## OVERVIEW

The Holland Gardens public housing site is in a prime location of Jersey City, fronting on Jersey Avenue, and very close to the Holland Tunnel access to Manhattan. The surrounding area has seen significant investment in recent years, with the site now being viewed as a key location in a new and exciting, emerging area of Jersey City. In addition to those buildings already completed, there are many future developments already planned and approved which – taken together – will completely revitalize this older industrial section of the city, turning it into a highly desirable home and neighborhood for many future residents.

Holland Gardens currently has 192 units of 1, 2, 3, and 4 bedroom configurations, and is home for 373 residents consisting mostly of families who have lived there for over 10 years – notably 25% of which have reported some type of disability in their household. There are 5 low-rise buildings with site amenities including a Manager's Office, two Community Rooms, Basketball Court, and Play Areas. Originally developed in 1944, the site and buildings

require significant repairs and upgrades over the next 20 years, which could potentially cost in excess of \$21M to complete. The units themselves are also very small, significantly under current HUD and HMFA minimum area requirements for affordable units. One of the key challenges in redeveloping the existing buildings would be the likely net loss of total units in order to make the renovated units meet current standards, as well as address ADA Accessibility issues throughout the site.

The existing 3.3 acre site is a significant city block nestled between SOHO Lofts, a new mixed-use residential development along Jersey Avenue, the old industrial Lackawanna building along 16th Street, and Holland Tunnel auto oriented related small-scale uses along 15th Street. The site also serves as a backdrop to the fine-grained neighborhood fabric on the four blocks that face 15th Street on the other side of Erie Street.



**SITE INFO**

- Built in 1944
- 3.3 acres
- 5 buildings / 192 units (189 residential)
- 1, 2, 3, 4 bedroom types
- 186 families / 373 residents
- 59 Families with children
- 116 children under 18
- 290 residents live at HG for more than 10 years

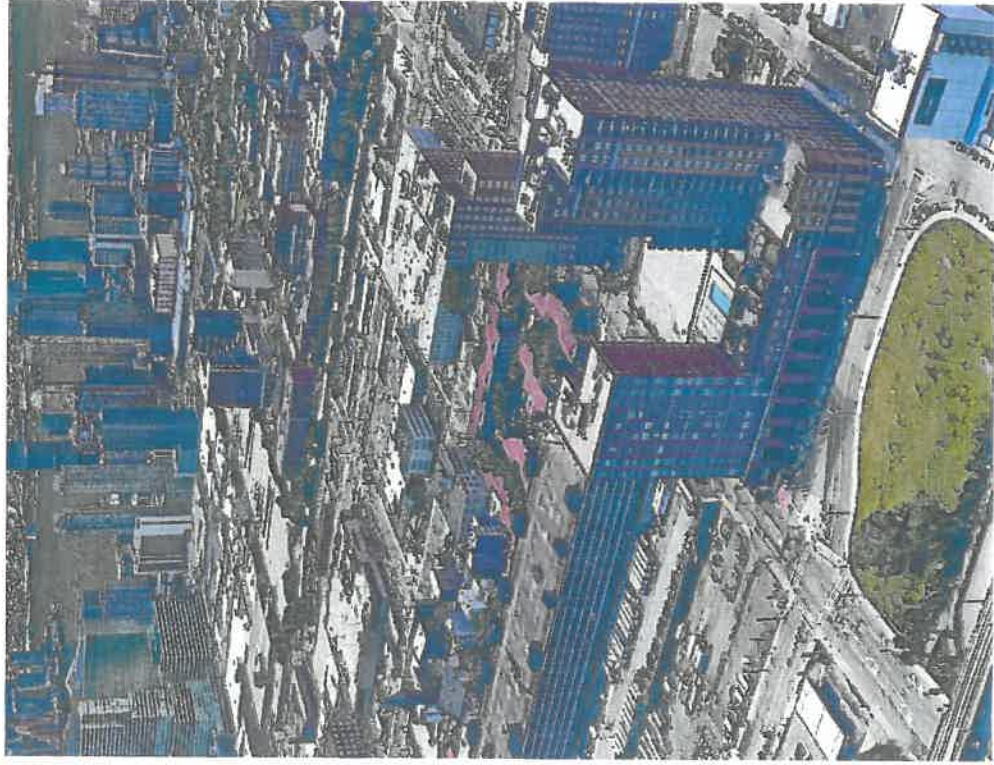
**SITE AMENITIES**

- Manager's Office
- Community Room
- Basketball Court
- Play Areas

**UNIT SIZES**

- 1BR: 460 sf (HMFA: 650 sf)
- 2BR: 640 sf (HMFA: 840 sf)
- 3BR: 740 sf (HMFA: 1150 sf)
- 4BR: 930 sf (HMFA: 1250 sf)

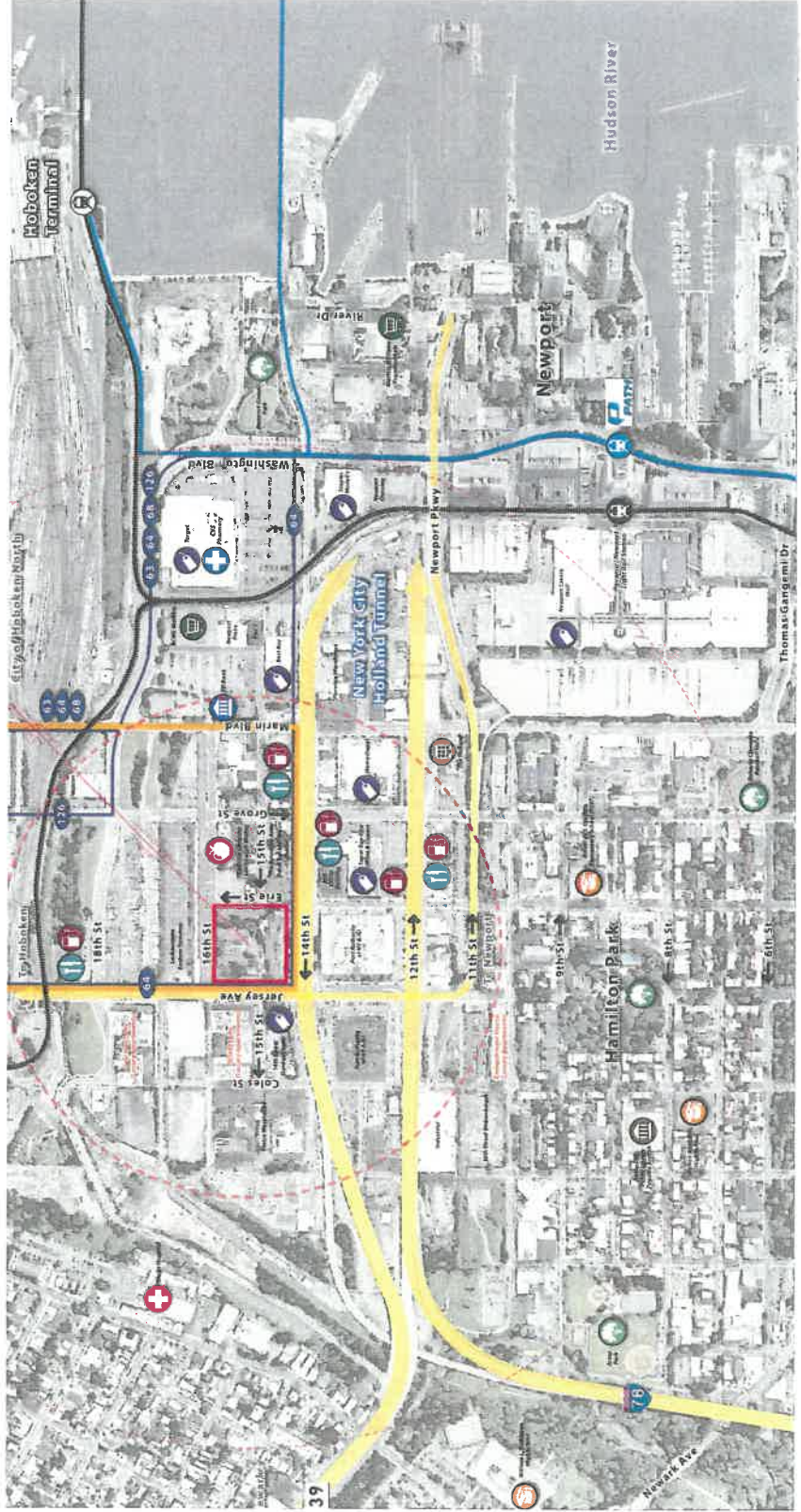




## NEIGHBORHOOD CONTEXT

Holland Gardens is located in the Jersey Avenue Light Rail Redevelopment Area in the northern portion of Jersey City. Across I-78 and the Holland Tunnel access is a smaller-scale residential neighborhood to the south, containing Hamilton Park. The Newport section of Jersey City is also nearby on the waterfront – an upscale mixed-use development that has emerged as a major destination and desired living alternative to Manhattan. The site benefits from being close to retail, restaurants, social services, offices, a hospital, library, parks, and open space in these adjacent neighborhoods – though the heavy vehicular traffic can make pedestrian access to these amenities challenging. In terms of location and access, the site also benefits from being close to Manhattan and other cities in northern NJ, with amazing views and direct access through the Holland Tunnel, Hoboken Terminal, Hudson-Bergen Light-Rail line, and PATH line.

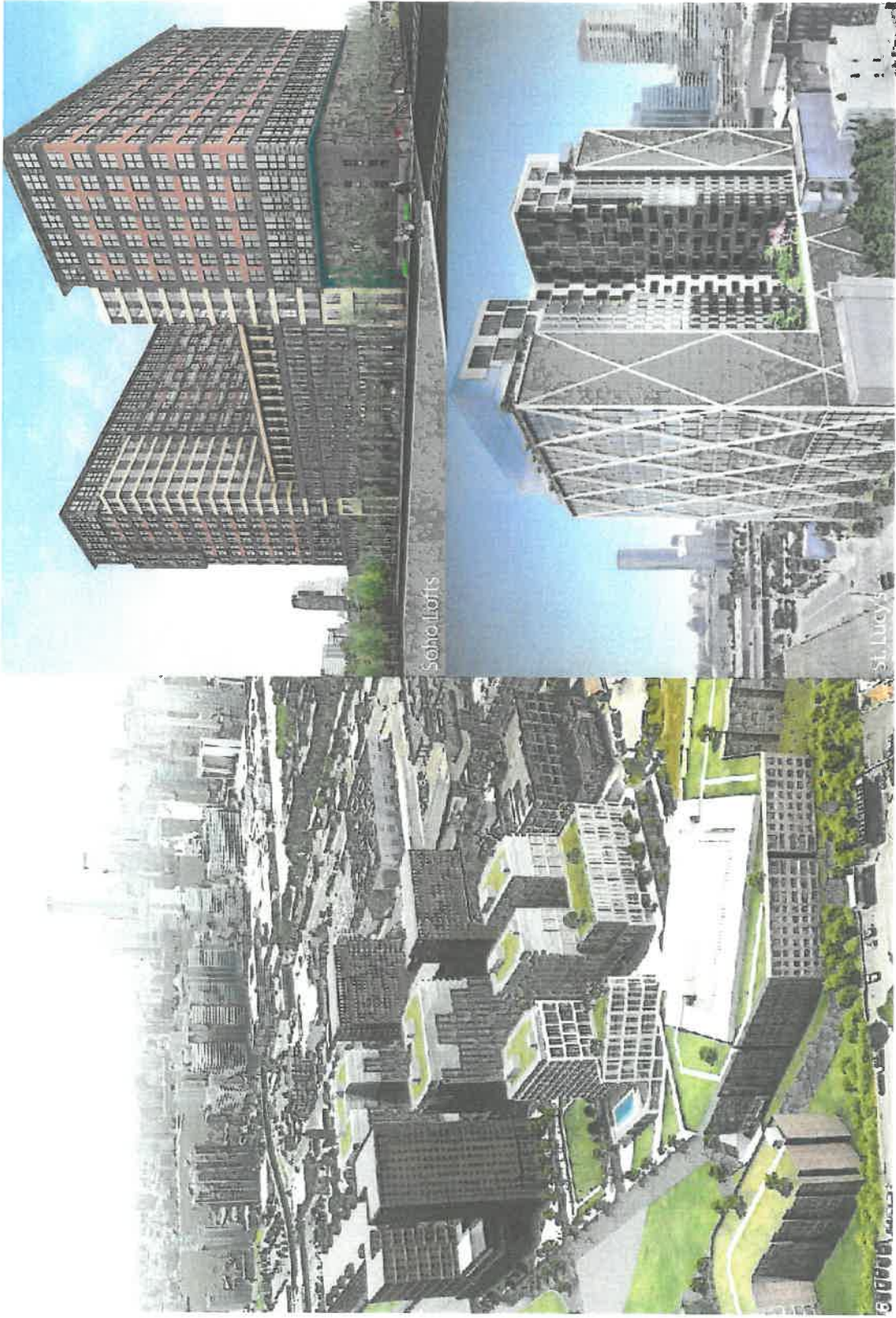
While there are plenty of nearby amenities, the immediate neighborhood is an old industrial and warehouse district that currently lacks a pedestrian friendly core as it is today, with limited access to bus routes. New residential developments and future development plans envision providing amenities on the ground floor of mixed-use buildings to activate street life while also providing public open spaces, such as Coles Street Park, to establish a place-making identity for the neighborhood. In addition, these new residential developments often offer private shuttles to nearby light-rail and PATH stations in Newport to improve residents' connection to transit – a situation that has reduced public transit ridership which, in turn, has had a negative impact on Holland Gardens residents' ability to access convenient public transportation.



**Legend**

- Target Housing Site: Holland Gardens
- Redevelopment Plan Area: Jersey Ave Light Rail
- Primary Corridor
- Secondary Corridor
- Hudson-Bergen Light Rail Line
- Hudson-Bergen Light Rail Station
- PATH Line
- PATH Station
- Hoboken Terminal
- Bus Route
- Bus Route #





## CITY VISION AND DEVELOPMENT TRENDS

Jersey City, in collaboration with private developers, envision a wonderful transformation of the Jersey Avenue Redevelopment Areas, turning old industrial buildings and vacant lots into highly desirable luxury apartments and condos within a new and unique neighborhood for future residents to enjoy. With the site's proximity to Manhattan, the Jersey Avenue Redevelopment Area is extremely attractive for residents who want the Manhattan experience at a lower cost with larger units and space for parking.

Today there are two new residential developments, Soho Lofts and Cast Iron Lofts to the west of the Holland Gardens site and future plans to redevelop the entire Jersey Avenue Park Redevelopment Area with similar mixed-use buildings focused around Coles Street Park. Current zoning is directly aligned with development plans for the neighborhood, and in the Mixed-Use and Emerson districts of the Jersey Avenue Park Redevelopment Plan buildings are typically 18-26 stories (with a 30 story and 304 ft height limit), 400-500 units per block on 1.84 acre blocks (2/3 Holland Gardens block size), with 0.5 parking spaces per dwelling unit provided.

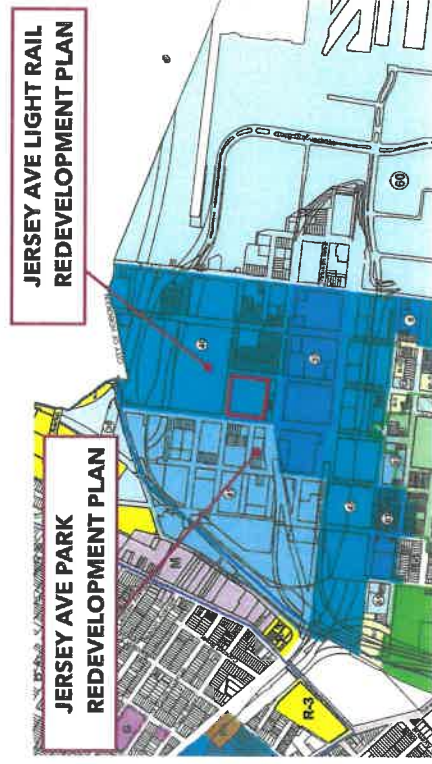
These mixed-use buildings offer luxury apartments with new appliances, modern finishes, and large windows with views of Manhattan. A robust selection of amenities on the ground floor, including residential fitness and

game rooms and neighborhood retail and services provide residents with an extravagant assortment of entertainment options. Valet garage parking, a private shuttle service, and a fancy pool deck provide residents of these buildings with even more luxury living features.

In the City's vision for this area, there are also provisions to enhance the pedestrian experience by increasing the width of Jersey Avenue to include 20 ft sidewalks, plus 10 ft for a central median to calm the intense traffic flow. In addition, there is a desire to have 15 ft sidewalks on all other streets with a specific ROW width of 65 ft for 15th Street.

Currently, in the Jersey Avenue Light Rail Redevelopment Plan Area where the Holland Gardens site is located, there are several planned developments already proposed – most notably and in close proximity to the site is the St. Lucy's Church Redevelopment. This endeavor proposes a new 20-story residential development that will preserve and rehabilitate "key historic features" of the existing church while also providing 430 new market-rate units on a 0.8 acre site. This project also includes the development of a 5-story homeless shelter facility on the other side of Grove Street.



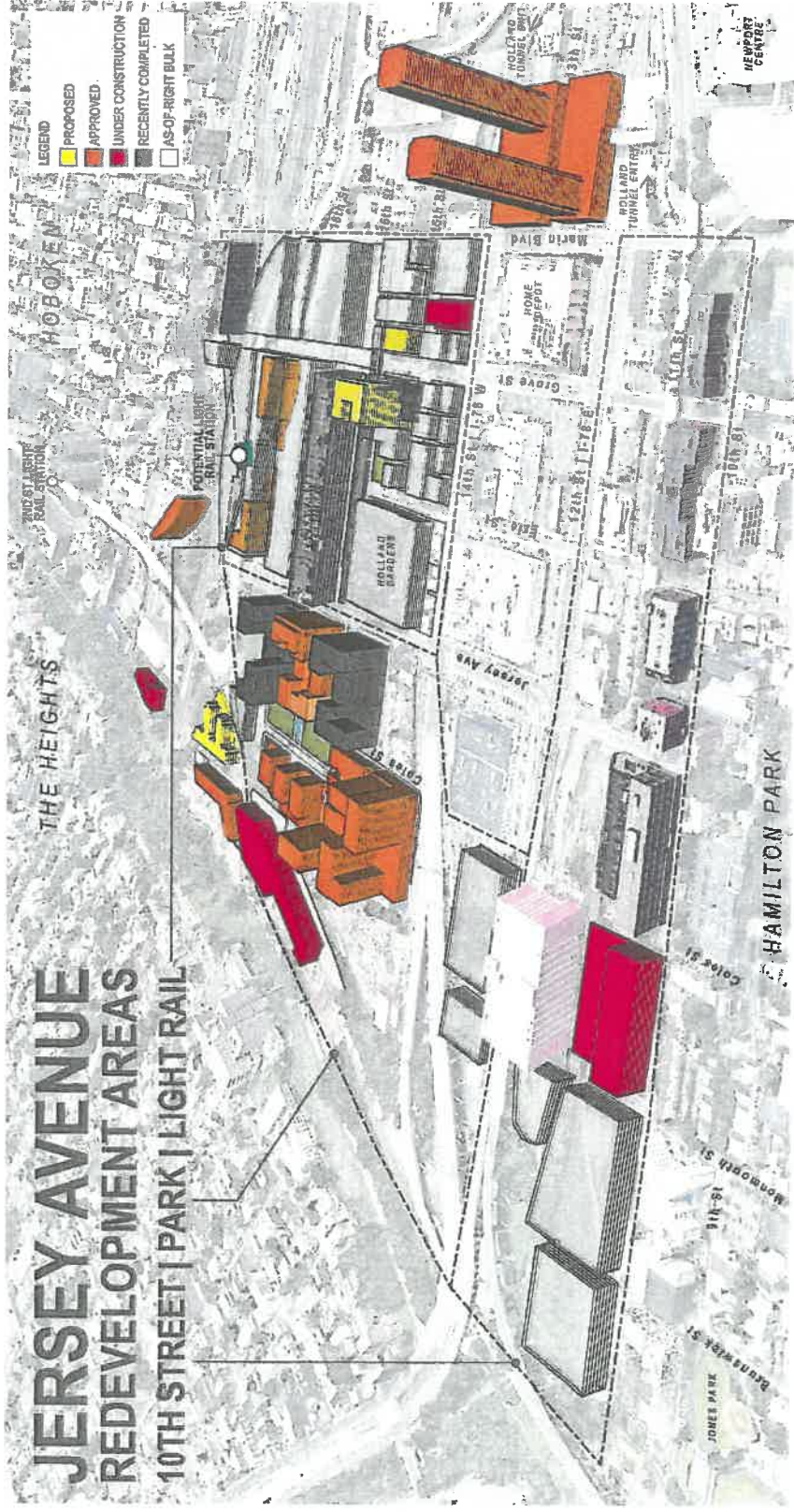


## ZONING FOR HOLLAND GARDENS

Holland Gardens is currently designated as being in the Neighborhood District of the Jersey Avenue Light Rail Redevelopment Plan Area. Current by-right zoning requirements for the site include a maximum height of 7 stories (75 ft height limit), 264 units (80 du/ac maximum density, including a 30 du/ac bonus), and 0.5 parking spaces/du.

Current zoning requirements limit the height and density of the site to a development that is much smaller in scale than proposed nearby future developments. The Jersey City Division of City Planning has assured the Jersey City Housing Authority and Holland Gardens residents that they are willing to adjust the zoning requirements to meet the needs of the future proposal for the redevelopment of the Holland Gardens site – especially within the context of a resident-driven visioning process such as the one recently conducted by the Visioning Team.

While all of these new developments are being built or proposed around Holland Gardens with an average height of 25 stories, it puts additional pressure on the small scale of Holland Gardens at 3-4 stories and 192 units, and further exacerbates the sense of isolation and disconnect with its new neighbors. Nearby sites are being redeveloped with four times as many units and it presents the challenge for how to redevelop the Holland Gardens site in a manner that will fit into this new community, while also meeting the needs of existing residents.



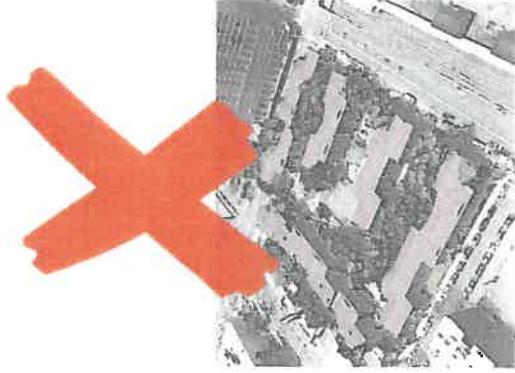


# ESTABLISHING SCALE

## OVERVIEW

Starting with the third resident meeting, the Visioning Team led the residents through a process of critical analysis of a wide array of potential directions for the future of Holland Gardens. Using a Development Matrix composed of the key goals and inputs provided by the residents during the first two sessions, each approach to redevelopment was tested as to its potential to satisfy the critical needs and desires listed. While some residents began the visioning process with a mindset of 'just fix what's broken', this comparative analysis quickly led those same residents to the clear conclusion that rehabilitating the existing structures was simply not an option that would serve their needs – either in the short term or the long run. Likewise, simply replacing the buildings with newer versions of the same low-rise scale of structure would only replicate many of the inherent challenges they identified and offer only marginal improvements. By the conclusion of meeting #3, residents were unified in their desire for a higher-density solution – one that brought more residents to the site, but in doing so would also bring more of the amenities and lifestyle supports that they most desired.

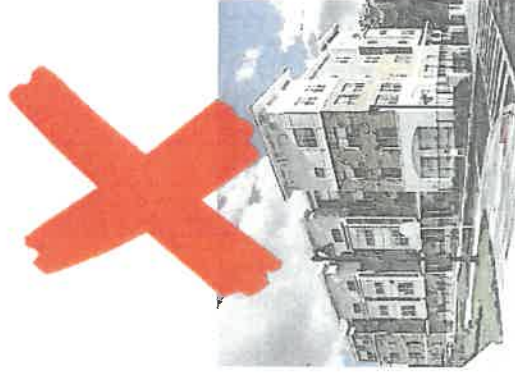
HOLLAND GARDENS Revitalization Development Matrix					
REDEVELOPMENT PRIORITIES	POTENTIAL REDEVELOPMENT APPROACH	Scenario 1: Rehabilitation of existing buildings	Scenario 2: Low density new construction (4-story apartment building)	Scenario 3: Medium density new construction (5 to 10-story apartment building)	Scenario 4: High density new construction (11+ stories)
<b>Fundamental Development Priorities</b>	One-to-one replacement (192 units)	●	●	●	●
	Handicap accessible units	●	●	●	●
	ADA compliance	●	●	●	●
<b>Resident Priority: Neighborhood</b>	Stay in the neighborhood	●	●	●	●
	Better housing	●	●	●	●
	Better transit	●	●	●	●
	Spaces for children	●	●	●	●
	Laundromat	●	●	●	●
	Safer streets	●	●	●	●
<b>Resident Priority: Site Amenities</b>	Retail	●	●	●	●
	Parking	●	●	●	●
	Fitness room	●	●	●	●
	Laundry room	●	●	●	●
	Community space for senior residents	●	●	●	●
	Elevators	●	●	●	●
	Daycare	●	●	●	●
	Play areas for children	●	●	●	●
	Computer center	●	●	●	●
	Community garden	●	●	●	●
Daycare	●	●	●	●	
<b>Resident Priority: Building and Unit Amenities</b>	Unit size and layout	●	●	●	●
	Air conditioning	●	●	●	●
	More than one bathroom per unit	●	●	●	●
	Individual HVAC system	●	●	●	●
	Private decks / balconies	●	●	●	●
	Washer / dryer	●	●	●	●
	Option to stay in my home if I have a disability	●	●	●	●
	Dishwasher/microwave	●	●	●	●
	Aging infrastructure	●	●	●	●
	Minimize impact of flooding	●	●	●	●
<b>Systems and Infrastructure</b>	Long term resiliency	●	●	●	●
	Green infrastructure	●	●	●	●
	Address lead paint/asbestos	●	●	●	●
	Minimize noise	●	●	●	●
<b>Environmental</b>	Increase air quality	●	●	●	●
	Energy consumption and costs	●	●	●	●
	Water consumption	●	●	●	●
<b>Sustainability &amp; Energy Efficiency</b>	Building envelope	●	●	●	●
	Neighborhood Context				



01

**REHABILITATION**

100-unit existing building  
 200 units  
 100 public spaces



02

**LOW-DENSITY**

6-10 story building  
 100 units  
 100 public spaces



03

**MEDIUM DENSITY**

11-15 story building  
 100 units  
 100 public spaces



04

**HIGH DENSITY**

11+ story elevator building  
 Partial or non-residential ground floor  
 Structured parking

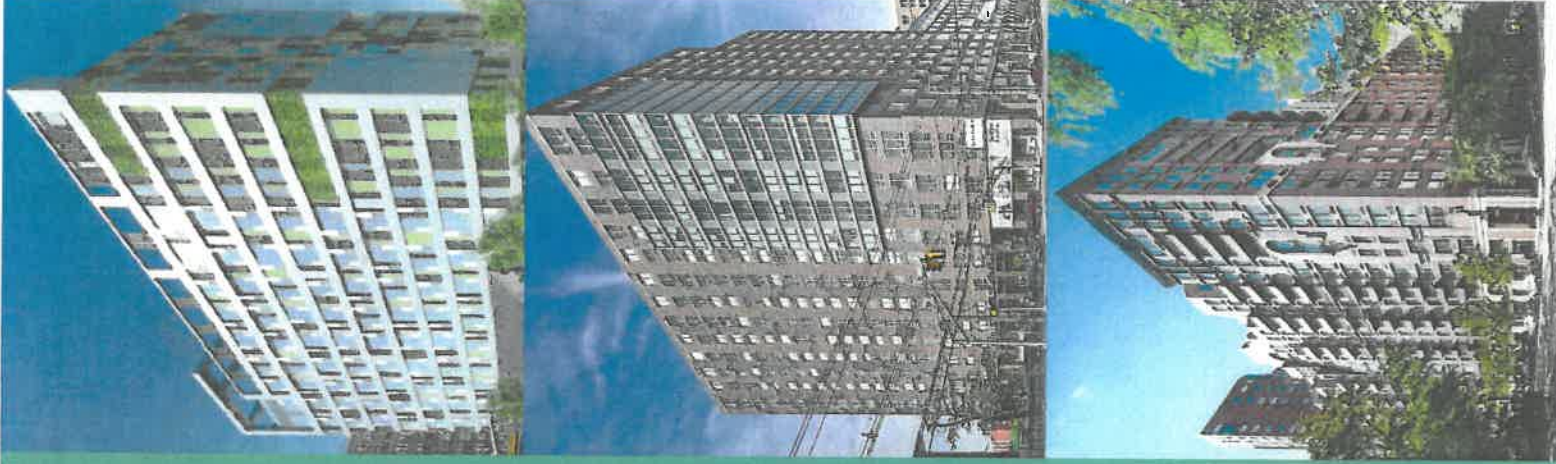
The fourth and fifth resident meetings took residents on a 'deeper dive' into the financial and regulatory aspects of development, with a desire to emerge with a direction that was not only beneficial programmatically, but most likely to be achievable within the context of current financial resources. This discussion resulted on a conclusion that, to ensure full replacement of the existing 192 public housing units in the new development, the approach most likely to be successful would be to grow to the scale of the adjacent new developments: *a high-rise solution of at least 500 units that blended public housing with market-rate. In doing so, the higher density can support the more expensive aspects of the residents' goals, such as structured parking, robust amenities available to all, larger and better-appointed unit layouts, and the potential for access to shuttle transportation.*

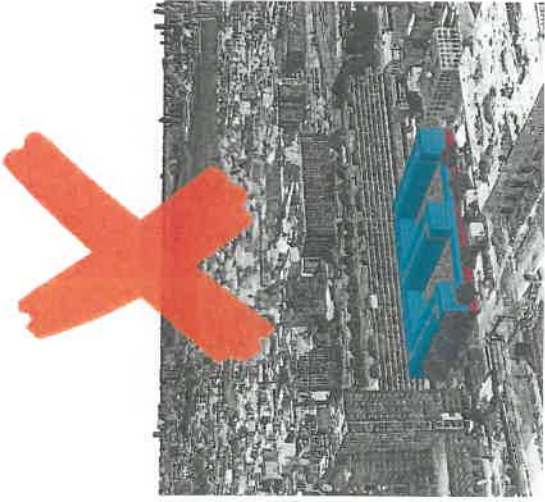


# DEVELOPMENT DIRECTION

## OVERVIEW

Having arrived at a consensus direction that the future of Holland Gardens would be likely be a high-rise community with many more units and a mix of uses, the Visioning Team provided two alternative illustrations of how the desired program might manifest on the site. The goal was not to create or commit to a particular design solution, but to create an understanding of how the development direction may take shape, knowing that a future developer-partner will ultimately work with them in the creation of an actual building solution, the aesthetics of the project, and the specific components. The illustrations created by the Visioning Team used a 'building blocks' approach to diagrammatically show how the site could best support certain functions on the lower levels, provide for structured parking that could increase capacity and be shielded from view, and ultimately provide the built area needed to support a project of 500+ apartment units.



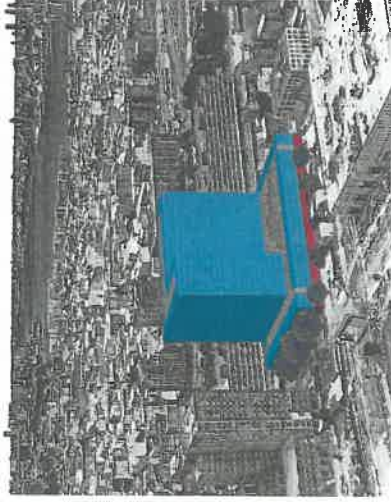


**SCENARIO 01:**

**BY RIGHT**

*Jersey Ave Light Rail Redevelopment Plan*

- 265 units (80 du/ac density)
- 6 Stories (75' height limit)
- 0.5 parking spaces per unit

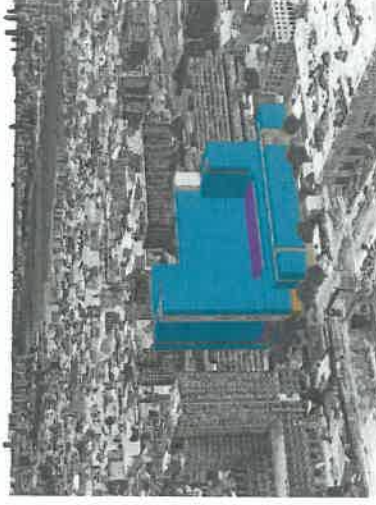


**SCENARIO 02A:**

**SINGLE STRUCTURE**

*Jersey Ave Park Redevelopment Plan*

- 500+ units (150 du/ac density)
- ±23 Stories (262' height)
- 0.5 parking spaces per unit



**SCENARIO 02B:**

**MULTIPLE STRUCTURES**

*Jersey Ave Park Redevelopment Plan*

- 500+ units (150 du/ac density)
- ±25 Stories (284' height)
- 0.5 parking spaces per unit

Of specific interest to the residents in this discussion was the ability to create a safe and well-appointed outdoor space on the roof area above the garage structure – an elevated park that could be enjoyed by all, yet high enough to benefit from fresher air, better views, and less of the traffic noise that typically dominates grade-level outdoor spaces. The two scenarios illustrated showed different approaches to accomplishing the same goals, with the difference being one approach (2A) showed a single building, while the other (2B) showed two separate buildings of differing scales and the re-establishment of 15th Street through the site to reconnect the street grid and provide a different pedestrian experience at grade. While the pros and cons of each approach were debated, the final result of the visioning process was clear: there are multiple ways a high-density solution can work on the Holland Gardens site, and such a high-density solution is necessary in order to fully realize the potential of the site and achieve as much of the residents' desires for their new home as possible.

# 2A

## DEVELOPMENT SCENARIO 2A

Scenario 2A illustrates development of a single high-rise structure on the Holland Gardens site. A 3-story podium allows for a significant amount of off-street parking at the core with a mix of non-residential uses and housing activating the perimeter. There is an opportunity for large contiguous non-residential space fronting Jersey Avenue providing opportunity for a significant community amenity such as a daycare or healthcare facility. Residential frontage along Erie street creates and opportunity for multi-level townhome-style units that relate in scale to the adjacent residential blocks. A residential tower rises above the podium up to 22 stories. The roof of the podium provides opportunity for a significant outdoor recreation amenity serving residents with dramatic views of the Manhattan skyline.

### AMENITIES

20 to 30,000 sf potential for school, daycare senior center, computer center community room and others

### RESIDENTIAL

500+ units  
192 public housing units  
1, 2, 3 and 4 bedroom types

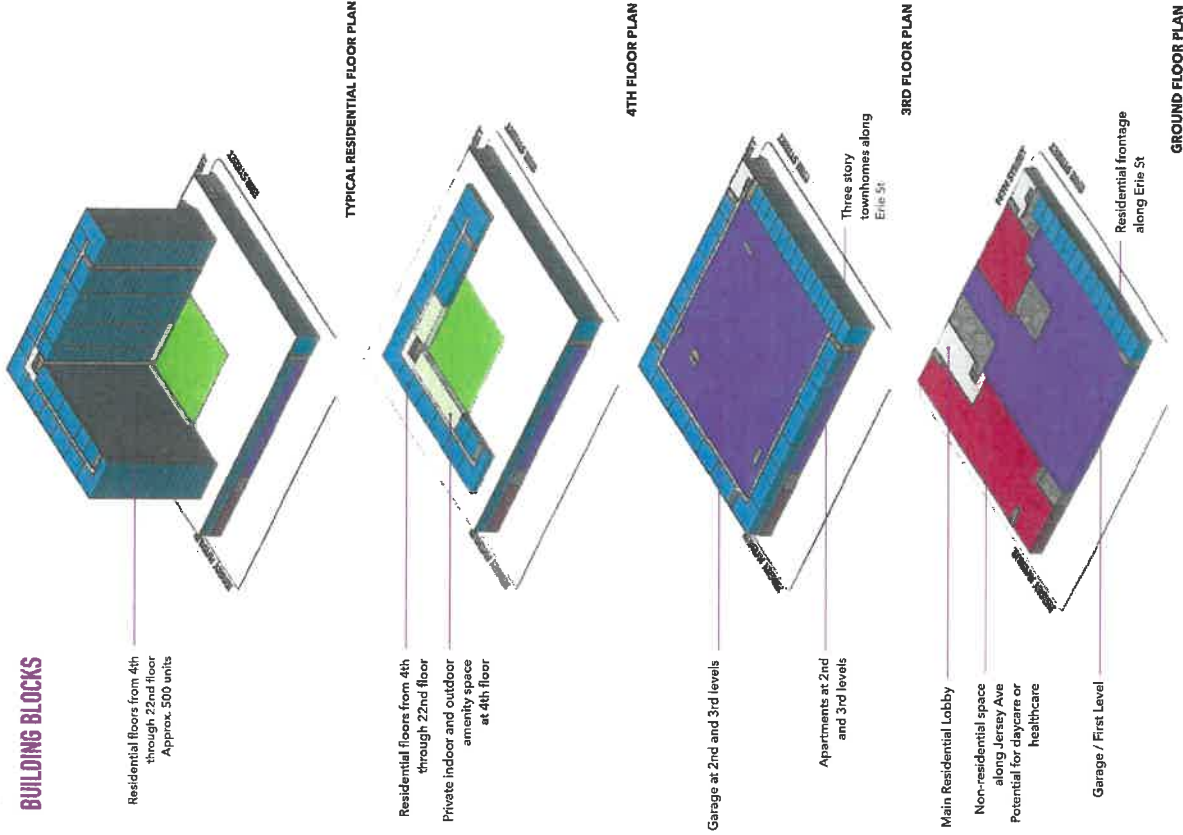
### COMMERCIAL

up to 10,000sf potential for retail, restaurants, laundromat and others

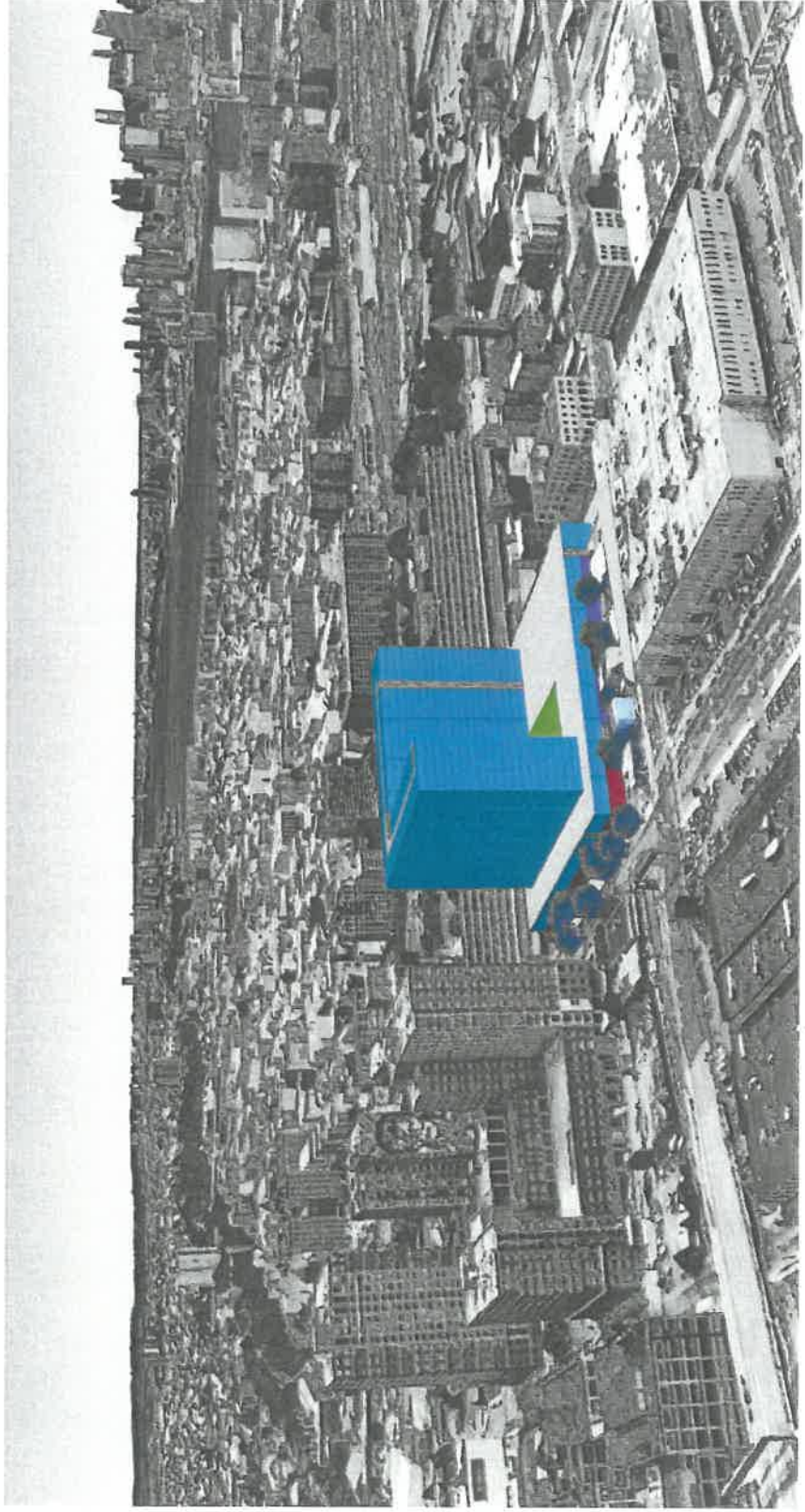
### PARKING

1 space for every 2 units

## BUILDING BLOCKS







# 2B

## DEVELOPMENT SCENARIO 2B

Scenario 2B proposes the re-introduction of the 15th Street through the Holland Gardens site creating a new "Front Door" for the development. Connecting the street grid provides the opportunity to create a unique pedestrian experience within the site. This new connector will link the neighborhood fabric to the east of Erie Street to the rapidly emerging Jersey Ave Park development west of the site. Service loading and parking are accessed from 16th street which is currently dominated by the loading and parking facilities for the Lackawanna building. A residential mid-rise defines the South side of the new 15th Street connector, screening the development from the intense auto-dominated Holland Tunnel outfall at 14th Street. Two residential buildings rise above the podium, up to 20 stories echoing the massing of the Soho Lofts across Jersey Avenue.

### AMENITIES

20 to 30,000 sf potential for school, daycare senior center, computer center community room and others

### COMMERCIAL

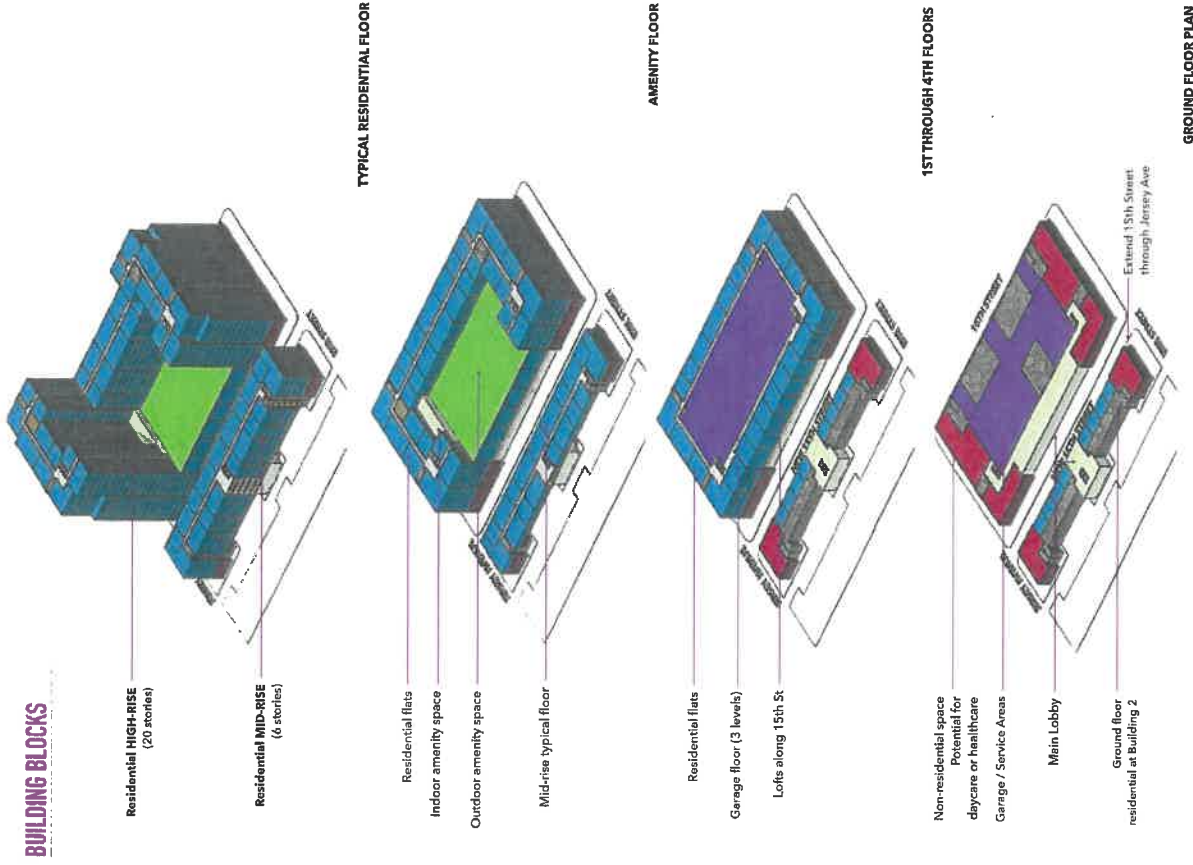
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### RESIDENTIAL

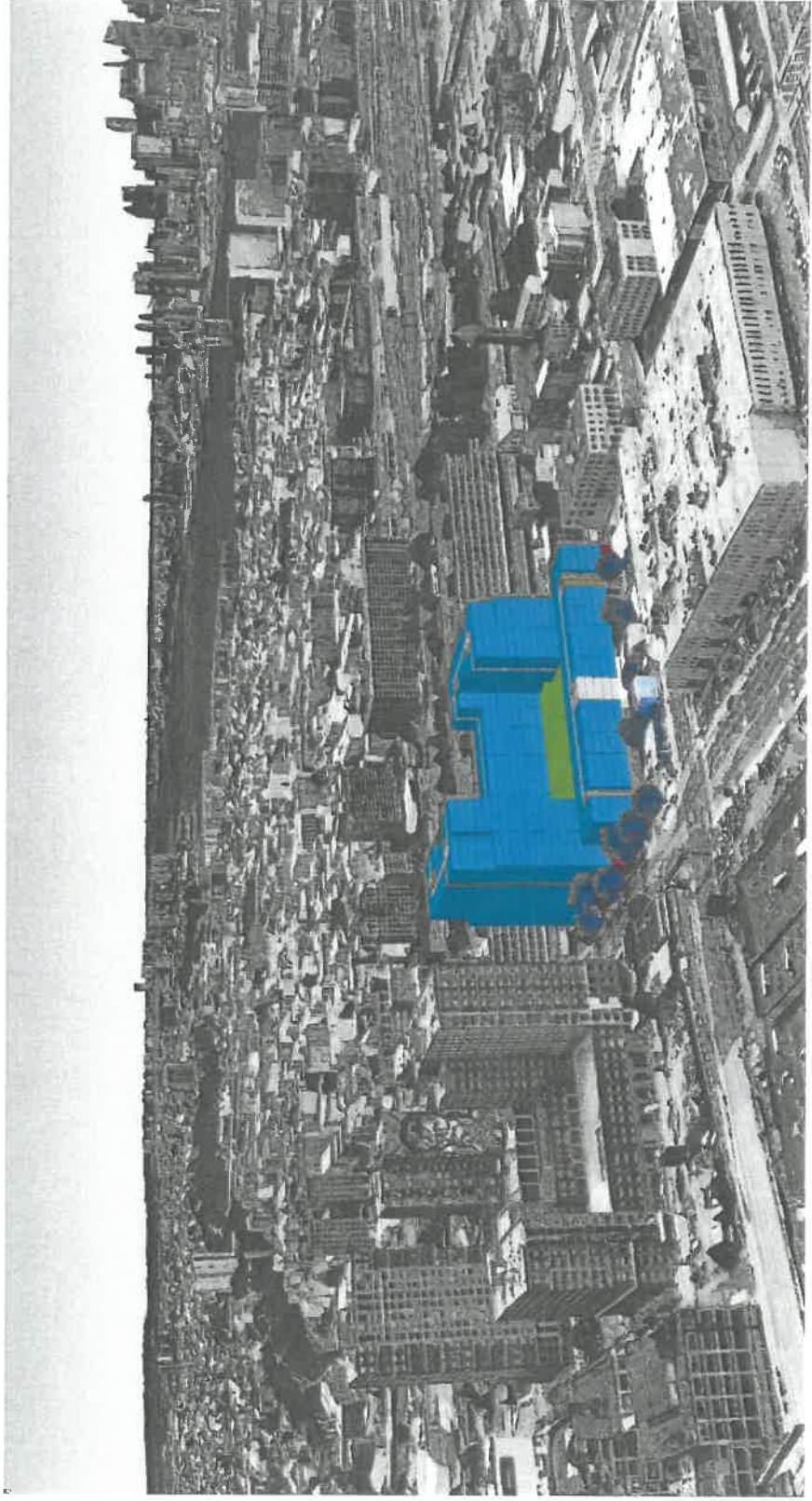
500+ units  
192 public housing units  
1, 2, 3 and 4 bedroom types

### PARKING

1 space for every 2 units





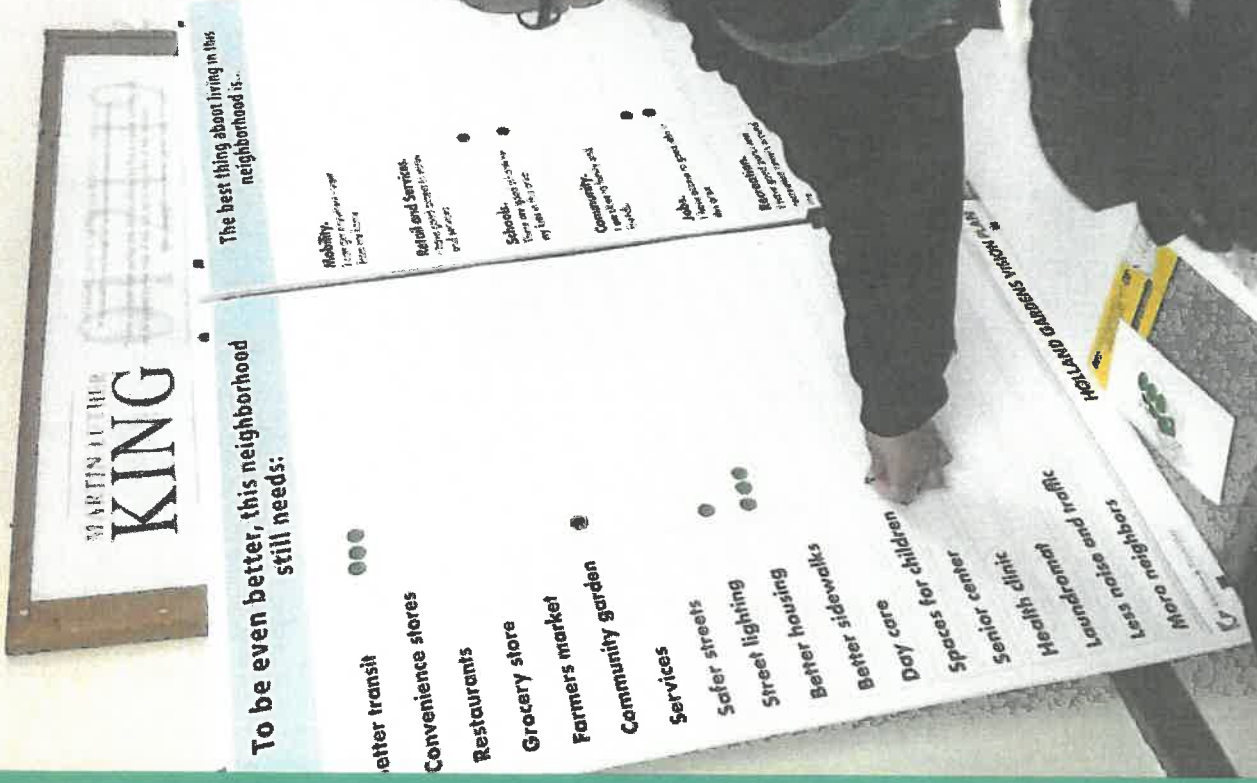





# NEXT STEPS

## OVERVIEW

The Visioning Sessions established a dialogue with Holland Gardens residents about the future of the site. The process brought forth a vision of Holland Gardens redeveloped as a mixed-use, mixed-income community well integrated with the surrounding neighborhood and connected to local and regional resources. The JCHA requires Board approval to move this process forward through an RFQ/RFP process to identify and select a development partner who will work with the Housing Authority to fully develop this vision into reality.



**REDEVELOPMENT TIMELINE / WHAT HAPPENS NEXT?**



<b>Board Approval of Visioning Process</b>	Summer 2019
<b>RFQ (Request for Qualifications)</b>	Summer 2019 - Fall 2019
<b>RFP (Request for Proposal)</b>	Fall 2019 - Winter 2020
<b>RFP Review and Final Selection</b>	Spring 2020 - Summer 2020
<b>Pre-Development</b>	Fall 2020 - Summer 2021
<b>Resident Relocation Process</b>	Fall 2021 - Winter 2022
<b>Demolition and Groundbreaking (Beginning of construction)</b>	Spring 2022