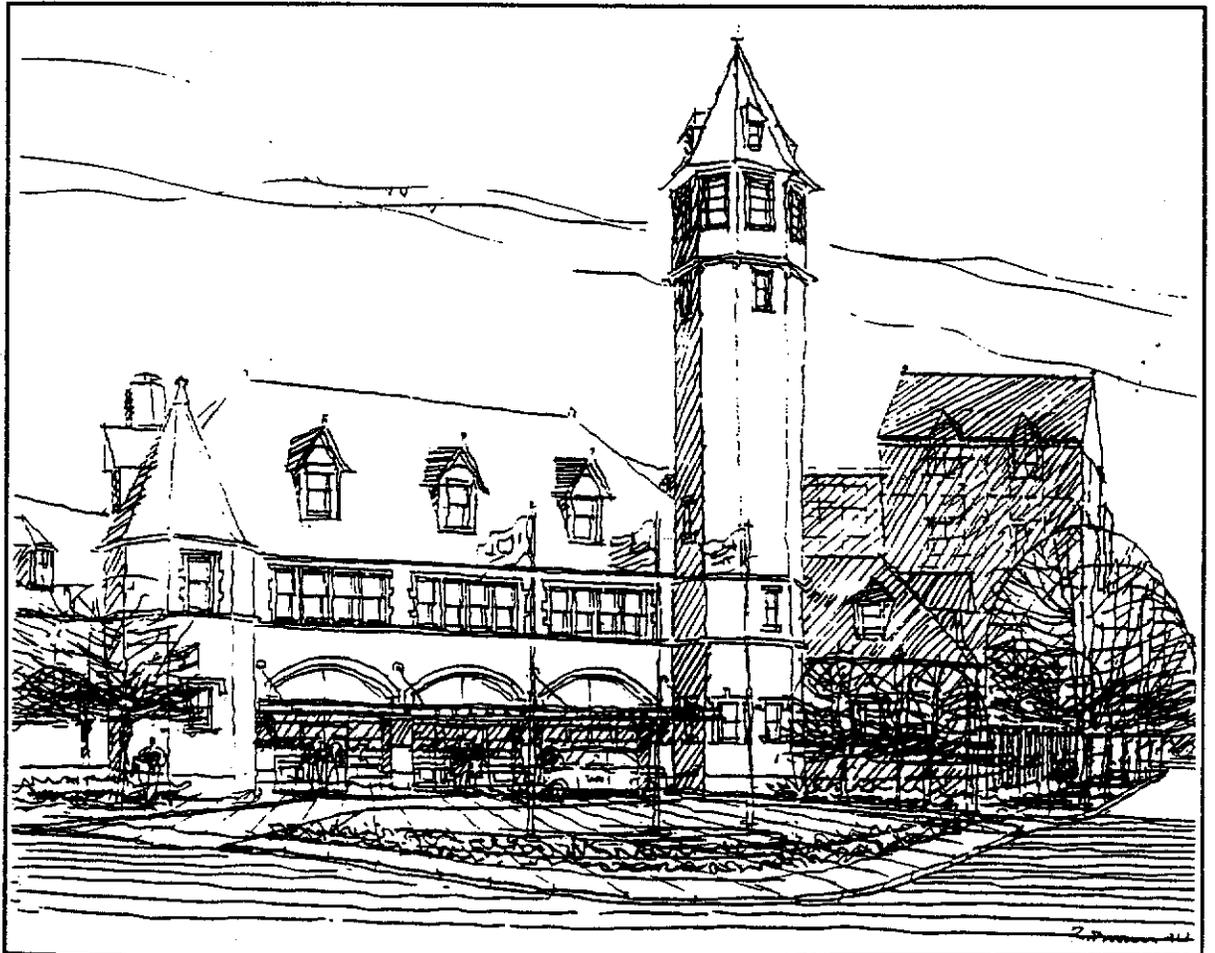


Redevelopment Program
South Orange Business District

SOUTH ORANGE VILLAGE

Downtown South Orange: Building on the Center



SOUTH ORANGE VILLAGE

Downtown South Orange: Building on the Center

Prepared by — The Atlantic Group; Geddes Brecher Qualls Cunningham: Architects;
Maser & Sosinski, Inc. P.A.; and Retail Consultants, Inc.

Cover illustration — *View of Village Square: The new hotel will preserve the civic exuberance of the Village Firehouse and ensure an enduring future for the well known landmark. (see page 15)*

Introduction

In its Spring, 1994 Request for Proposals, the Village of South Orange wrote that it was seeking "the creation/planning of a comprehensive redevelopment plan for the business district and assistance in implementation of that plan." This report presents that desired plan and is a first major step toward helping Downtown South Orange shape its future within a focused and organized process. The implementation stages come next.

By way of brief introduction, our four company Project Team included:

The Atlantic Group

- Project Management
- Market Analysis
- Redevelopment Planning
- Consensus Building
- Development Financing/Developer Solicitation
- Downtown Management Organization

Geddes Brecher Qualls Cunningham: Architects

- Architecture
- Building Reuse
- Site Planning
- Zoning Ordinance Review
- Graphics

Maser & Sosinski, Inc. P.A.

- Parking
- Traffic
- Video-Imaging of Redevelopment Priorities
- Lighting

Retail Consultants, Inc.

- Market Analysis
- Focus Groups
- Retail Recruitment and Retention
- Marketing Program

Over the past four months, we have been fortunate to meet and work with innumerable persons wanting the best for South Orange. These included:

Village Trustees:

William R. Calabrese, President
Christopher M. Hartwyk
Elizabeth McMahon
Joanne Robinson
Allan J. Rosen, Ph.D.
Barbara Sacks
Stephen Steglitz

Rob Hochman, Economic Planning Chairman
and his Committee

Carol Reznickoff and Jeanette DeVaris,
Facade and Historic Preservation Chairs and
their Committee

Bart Astor and David Bressen, Traffic and
Parking Chairmen and their Committee

Sam Convissor and John Thonet, Main Street
Co-Chairmen

Josh Bloom, Main Street Executive Director

Ed Sandve, Public Works Director

John Mosca, Finance Director

Lorraine Ollendorf, Parking Authority

Marjorie Smith, Township Clerk

Ellen Foye, Tax Assessor

Pasquale Giordano, Fire Chief

Tony Coppola, Police Director

Susan Gruel, Planning Board Consultant

Carol Lowi, Village Grantsperson

Father William Harms, Seton Hall University

Director of Special Projects

To all of the above, to those who attended the three public discussion meetings, and to those inevitably not listed, we again thank you for your time, interest and advice.

The Recommendations in Brief

The Project Team's mission was to launch a public discussion of how to deal with three main issues and to recommend how they should be resolved. They were to:

- Identify and advise on how underutilized downtown area properties can be redeveloped
- Advise on what is missing and recommend solutions to create the "feel" of a village center
- Recommend ways to make South Orange Avenue more pedestrian-friendly

The principal underutilized sites for which there are redevelopment opportunities include:

- Beifus Car dealership
- Vose Avenue and South Orange Avenue Parking Lot
- Sloan Street and the station area
- Third Street at Valley Street
- Warnock car dealership
- Sickley lumber yard

In addition to a half dozen early action steps, we propose nineteen recommendations, the first ten designed to attract private investment (two of them in partnership with New Jersey Transit), and the following nine to be implemented as public improvements with private funding participation. The estimated project values after redevelopment are in the \$60 million range. The total added value of private investment will more than triple current property taxes on the parcels involved.

The recommended South Orange Redevelopment program is summarized briefly below.

DEVELOPMENT PROGRAM

Village Square — at Sloan Street and RR Station

1. Hotel and Meeting Facilities at Old Firehouse
 - 100 Guest Rooms
 - 6,000 s.f. Conference Rooms, Ballroom

2. Arts Cinema and Meeting Facilities
 - 2-3 Cinema/Conference Theaters
3. Railroad Station Improvements
 - Police Sub-Station
 - New Retail
4. Village Square Parking Garage
 - New Retail: 3,500 s.f.
 - New Jersey Transit: 171 Cars
 - Replace Existing Spaces: 187 Cars
 - New Retail: 12 Cars
 - Hotel and Meeting Facilities: 100 Cars
 - Total: 470 Cars

Residential

The three recommended residential developments can bring approximately \$2 million annually in downtown spending. If built at the same density as the Mews, this would attract 220 new households within walking distance of the train station.

	<i>Dwelling Units by Code</i>	<i>Dwelling Units (as density of the Mews)</i>
5. Warnock Site	75	110
6. Sickley Site	50	50
7. Third Street Site	45	60
Total:	170	220

South Orange and Vose Avenues

8. Vose Avenue Parking Garage
 - New Retail: 10,000 s.f.
 - New Jersey Transit: 179 Cars
 - Replace Existing Spaces: 104 Cars
 - Total: 283 Cars

9. Vose and Taylor corner cafe and reuse of Ice Cream Factory
 - 3,500 s.f. New Retail/Restaurant, Seating/Parking
 - 4,000 s.f. Cafe Plaza, adaptive reuse of Ice Cream Factory to food-related use, e.g., bakery, micro-brewery, ice cream

10. Redevelopment Site:
 - 1.25 Acre New Commercial

PUBLIC IMPROVEMENTS

Village Hall

11. Municipal government to remain in Village Hall
 - Improve efficiency of current space
 - If needed, lease second and third floors of adjacent building
 - Retain presence near Downtown Center
 - Avoid large capital costs

Village Square

12. Village Square Landscape Improvements
 - Paving
 - Lighting
 - Fountain, sculpture, signage, seating, outdoor dining

South Orange Avenue Improvements

13. Two lanes and turning lane
14. Widen sidewalks on each side, add street trees and paved crosswalks
15. Lighting
 - Replace "cobra head" street lighting with appropriately-scaled fixtures that have better color rendition.
 - Introduce "gaslight-style" lamps for pedestrian-scale lighting on South Orange Avenue and Sloan Street.
16. Allow left hand turn onto Vose Avenue from South Orange Avenue.

Parking Lots, Walking Connections

17. Landscape parking areas behind buildings to allow parking lots to function and appear as courtyards.
18. Create landscaped walking and biking connection between Parks north and south of Downtown.
19. Upgrade existing walkway connections from parking to shopping streets and improve lighting and maintenance where elevated tracks cross South Orange Avenue and Third Street.

SHORT TERM IMPLEMENTATION STEPS

- A Partnership organization composed of businesses, Village Trustees, Seton Hall and residents should plan and implement self-help revitalization projects. Consider District Management options under State Law.
- Market Downtown to food and other retailers, and housing and commercial developers.
- Offer below market rate loans for facade, signage and fit-up costs for new and expanding businesses.
- Offer bonuses for attracting needed businesses.
- Design and authorize clustered off-premises signage to capture trade on high-volume streets.
- Light and landscape all parking areas. Add parking location signs.

The redevelopment program for South Orange is an action program of viable project opportunities on underutilized sites. The internally reinforcing elements will improve business profitability, attract new business operators and home buyers, raise property values and generate new revenues for the Village.

The proposed hotel and arts cinema have double linkages. During the day, the cinema will provide auditorium space, expanding the hotel's market for conference use. In the evening the cinema will add needed downtown entertainment to complement the present restaurant offerings. Two small garages expand commuter parking by making the same spaces available to evening and weekday shoppers. As planned, these centrally located garages will serve the hotel, cinema and restaurants seven days and nights each week.

Three residential developments will capitalize on South Orange's unique position as the nearest suburb to New York City when the Manhattan-Direct train service starts in less than 18 months. The 200 or so new households within walking distance of Downtown will be the most active consumers at the restaurants, the cinema, and shops — that are then expected to have evening hours.

The investment in gaslamp style pedestrian lighting will extend the favorable image of South Orange neighborhoods onto Sloan Street and South Orange Avenue. The additional illumination and upscale appearance will also help sell new homes and attract new businesses. Village Square will become the outdoor focal point of Downtown, attracting diverse commercial enterprises.

Facts And Findings

In order to assure that the team's understanding of Downtown would be based on facts, an unusually broad and deep data base was created involving consumer behavior and preferences, economic changes, business leadership, traffic and related information. A highly successful survey of South Orange residents revealed what they like and don't like in this and in nearby Downtowns, what would influence their shopping behavior here and what are their specific wants. The extraordinary response rate, one in every five households, provided insights into consumer priorities which shaped the resulting development program and assures local support.



Lacking a hotel, "Leading Citizens of the Community" met in the train station in 1916

PERCEPTIONS OF THE COMMUNITY

From the Resident Consumer Survey:

- Downtown is rated "fair" or "poor" for variety of stores, appearance of buildings, quality of stores and variety and quality of restaurants.
- Downtown improvements that would induce consumers to shop here more often included: variety of stores, quality of stores, entertainment, and movies and security.



Without vigorous marketing program and incentive financing, vacancies increase, shoppers dwindle

- Consumers want more choices in Downtown for: high quality food, gourmet and produce; movie theater; restaurants; casual clothing and footwear.
- About three-quarters rated Downtown South Orange fair or poor and 71.6% said Downtown had grown worse in the past three years.
- South Orange residents rated Maplewood tops among seven nearby towns, primarily because of convenience, quality and diversity of shopping, attractiveness, movies and dining.

The shopper intercept survey gathered information from men and women walking on Downtown sidewalks and shopping at Main Street's Farmers Market.

- In South Orange, customer service was the highest rated condition; variety of stores was the lowest rated.
- When asked about preferred additional shopping choices, food stores, bakery, cinema and clothing stores were top listed.



South Orange Residents rated Maplewood tops among nearby towns for movies, food shopping, pedestrian priority of the main street

Two consumer focus groups were conducted:

- Seton Hall students expressed interest in food and entertainment, including movies, bowling alley, ice cream parlor, paperback books and 24-hour diner.
- Students want jitney connections to campus, better lighting on South Orange Avenue, restaurants to accept student meal cards and part-time jobs downtown.
- Residents emphasized the need for a quality, upscale, midsize food store for bakery, fish, hardware, books, gifts, flowers, sporting goods and records and movies; and for a twin movie theater with "controllable offerings".

About three quarters of the households in The Mews development responded to our survey relative to living Downtown.

- The conditions most favored by this group were: dining nearby; train to New York; people and neighbors; and shopping nearby.
- The least favored aspect of living Downtown is security.



Coming in 18 months: a one-seat ride to Manhattan — benefiting hotel and residential development

Residential realtors saw the following as factors most appealing to prospective Downtown residents:

- Train to New York; nearby recreational facilities; shopping nearby; dining nearby; positive community image and favorable reputation and security.
- Two-bedroom, two-bath townhouse units of at least 1,400 square feet with some luxury touches, such as on site recreation facilities. Young professionals and empty nesters are most likely to be attracted.

We surveyed Downtown property owners and commercial realtors who rated Downtown lowest on these factors:

- Inadequate financing for business improvement projects; lack of program to attract merchants; lack of a sense of direction and clear goals and priorities; lack of shade trees; lack of Downtown marketing program; lack of clean, attractive buildings and signs.
- This group saw the need for more and better parking location signs; better lighting in

parking lots and creation of a commuter parking garage.

In a survey of Chamber members, the lowest rated conditions were:

- Adequate financing for business improvement projects; program to attract merchants; organizational capacity to implement plans and broad business support for business improvement projects.
- This group also saw signs and lighting as the two largest parking needs. Chamber members listed these additional Downtown needs: different stores, Seton Hall customers, Township cooperation with new businesses and more cooperation by business and property owners.

From the Census of Retail Trade, we traced the shrinking retail base from 1972. Using the annual State Police reports from 1985, we traced the rise in non-violent crime. Traffic volumes on South Orange Avenue are lower than in earlier years which contributes to the tendency to speed through town. There is general satisfaction with the amount and location of shopper parking.

TRAFFIC AND PARKING

Parking within the study area is generally well distributed and specific to adjacent functions, although it falls short of nationally accepted standards. We believe that parking is less of a problem than the gross numbers indicate. The recommended arrangement of two garage locations is more favorable (than a single garage) for the distribution and use of parking within the district. It also has the advantage of distributing traffic more evenly throughout the district. This has the

further virtue of providing a great amount of additional parking in spaces normally used by commuters for non-commuter use evenings and Saturdays. Sunday may also become a more important retailing day. Additional parking deck use times will include:

- Evening theater use
- Saturday and Sunday matinees
- Busiest restaurant hours
- Busiest retailing hours

The Village should investigate management opportunities of the multi-level parking in order to provide the highest possible advantage to the residents of South Orange. Advantages include:

- Reserved spaces for residents
- Supervised parking with personnel familiar with downtown activities
- Valet type personnel who would hand out shopper promotions
- Potential for shopper validation program
- Visible security

Larger retail stores may, in the future, require additional parking. The Village should plan to increase the capacity of the two parking garages, rather than permit or encourage additional surface parking.

Parking areas in the village should subscribe to the "courtyard parking" concept described elsewhere and exhibited in the current Sloan Street parking area. The detailing exhibited here (including plantings, lighting, paving and edge treatments) should be required by code for any privately created parking.

Traffic movement along the South Orange Avenue corridor can be reconfigured to create more of the downtown atmosphere desired by the community with little degradation of service on the roadway.

The benefits include:

- Less speeding
- Better pedestrian use of the street
- Similar on-street parking totals
- Highly recognizable Business District

South Orange Avenue should be reconstructed to provide three lanes rather than the existing four, and to widen the existing sidewalks 4-6 feet on each side of the roadway with one lane eastbound, one lane westbound and a center lane reserved for left turn from each direction.

The avenue would be improved with the addition of:

- Street furniture
- Improved signage
- Pedestrian amenities
- Landscaping
- Paved crosswalks

The County's own preliminary studies do not contradict a redesign effort in this direction.

The change would:

- Lower the Level of Service (meaning a somewhat less optimal movement of traffic than currently exists) at only three of 17 approaches to South Orange Avenue.
- Increase in the Level of Service at two of the 17 approaches.

While the traffic degradation would be slight, it is our contention that the non-traffic benefits far outweigh the nominal traffic efficiency costs and will increase the viability of the downtown.

The current roadway design negatively affects pedestrian use, and therefore, economic viability. The widening of the cartway has addressed only the problem of moving traffic through the town, and not the other factors which a community

might feel to be equally or of greater importance. Meetings should be held with the County to discuss the scope of the work required to ascertain the efficacy of changing the road. Certain facts give us optimism:

- Roadway use has decreased since 1975
- A greater understanding of the impacts of roadway development on downtowns (positive and negative) now exists

We also reviewed the impact of proposed multi-level parking on traffic. Generally, we found that this will have very little effect on downtown traffic. Two parking garages will spread any negative impacts out over a greater area than would one garage and the circulation patterns would better absorb peak traffic volumes.

Some lessening of traffic at the peak hours would occur because of the change in driving patterns. Currently, a fair number of riders cause four trips per day because they are dropped off by their spouses: The spouse drives in for the morning drop-off then rides out of town, rides in for the evening pick-up and then rides out of town again. As proposed, riders would be more likely to drive to the station and use the garage, thus causing two trips per day (one in the morning and one out in the evening).

ZONING AND DESIGN STANDARDS

Issues of special design concern include:

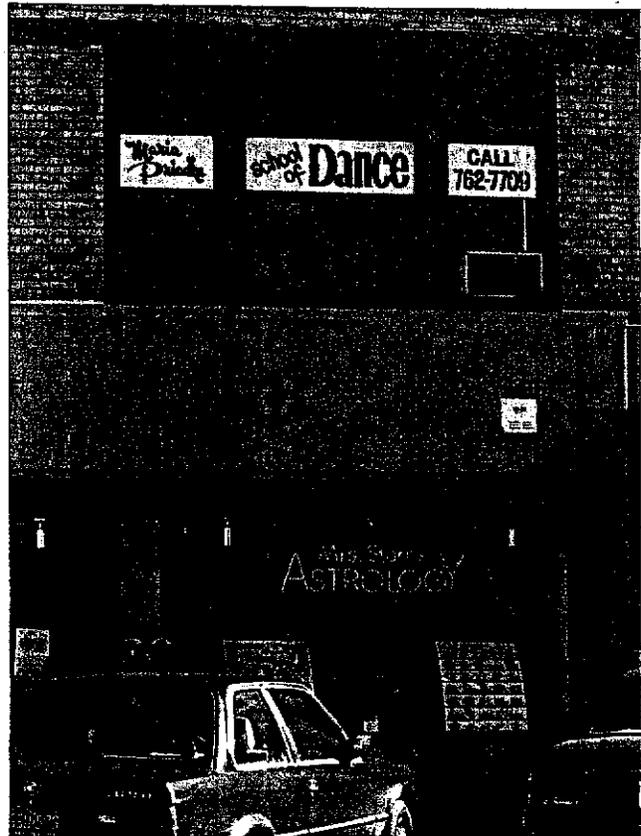
- The visual character of a shopping area is a symbol of what kinds of goods are sold there and of the quality of shops. If – as seems to be appropriate to South Orange – stores sell a greater variety of higher quality goods (e.g. Haddonfield, NJ or Chestnut Hill, PA) they must look appropriate to that market.

- In the complex world of retailing small decisions of color and materials make most of the difference. One detail example that comes to mind is the decision concerning a metal versus a fabric awning at the proposed Rite Aid. The use of metal in this case is symbolic of an inexpensive discount store, whereas fabric symbolizes an on-going concern by the merchants for more than price. If South Orange does not act to discourage use of metal awnings here it may set an inappropriate precedent.
- Although design review remains an advisory aspect of planning board decisions in New Jersey, it nevertheless must be exercised by people who are knowledgeable in these visual matters. Engineering judgements (such as parking layouts, curb cuts, lot or building sizes, etc.) are necessarily left to municipal engineers and inspectors, but visual matters should not. Therefore, two methods for performing the design review process are commonly used:

- 1) The creation of a community review board (such as D.A.R.B.), which should include a certain percentage of members who are professionals in the design fields (architecture, landscape architecture, historic preservation, interior design, artist, etc.).
- 2) The use of a single, paid design consultant — usually an architect.

The volunteer review board can occasionally be more time consuming and cumbersome, but it should serve to build more community support than the individual consultant.

- All design review must be based on agreed-upon guidelines. Retailers, developers, and investors expect to know the “rules of the game” at the beginning. Judgements based



Identify the uses that can occupy Downtown shopfronts

only on the personal tastes of the reviewers are discouraging to development, and can be contrary to the public goals of the process. The guidelines in South Orange's Code are excellent; and should be followed rigorously. Three details should be added, however. They are absolutely essential, and they have been successfully included in downtown zoning codes elsewhere:

- 1) The uses that are acceptably located at ground floor retail spaces, and those that are not, must be precisely identified (e.g., no palm readers, adult book stores, professional offices, etc.).

- 2) The sidewalks of downtown that should be required to have continuous retail storefronts along them must be identified (e.g., certain blocks of South Orange Avenue, Valley Street, Vose Avenue, Sloan Street, and Scotland Road).
- 3) The definition of "retail storefront" must be identified (e.g., percentage of clear glass windows, maximum sill heights, etc.) in order to assure that no blank walls are created in the primary shopping area.

Another significant opportunity for application of design guidelines is to ensure that future new construction will contribute, rather than detract, from the overall character of the downtown. This will set basic expectations regarding exterior materials, massing and physical appearance.

ANALYSIS

The project team analyzed "underutilized properties" as a first step in framing the redevelopment program. This analysis was conducted in conjunction with an examination of seven sites that had been proposed for the location of a parking facility to serve larger numbers of New Jersey Transit commuters.

Properties were judged "underutilized" based on comparing their existing uses with potential uses in terms of increased economic value, e.g., increased property tax payments, potential for attracting developers, potential for attracting strong retail tenants and comparable values.

Most Underutilized:

- Warnock site
- Lot 7 and adjacent properties
- Firehouse, Lots 3 and 10 and adjacent properties

- Sickley site
- Train Station and nearby retail

Underutilized:

- South Orange Ave./Vose Ave./Railroad (Village Market area)
- Consumers Building
- Beifus site or South Orange Avenue
- South Orange Ave./Vose/Scotland/Taylor block
- Valley Street properties

Downtown South Orange's assets for revitalization include:

- Traffic volumes on South Orange Avenue and Valley Street
- Affluent households within two to three miles
- Restaurants
- Successful upscale Downtown residential project
- Improved New York commuter rail — 20 minutes saved each way
- Good parking
- Seton Hall University
- Concerned citizens and governing body, plus Main Street organization

Its liabilities include:

- Lack of satisfactory food shopping
- Scattered businesses separated by surface parking
- High speed traffic and insufficient protection for pedestrians
- Obsolete retail space
- Parking locations not adequately signed
- Inadequate participation in and financing for Downtown marketing and other business improvement programs.

Opportunities for revitalization include:

- Large tracts of underutilized land
- Seton Hall University participation
- Good prospects for food, bakery and stores catering to residents and Seton Hall



Proposed improvements will make South Orange Avenue inviting to pedestrians



Parking is a critical asset for Downtown revitalization. The First Street lot sets a good precedent for the "courtyard parking" concept.

- Good prospects for increased evening activities, including arts cinema and small hotel-conference center
- Good prospects for Downtown upscale residential development
- Sloan Street as a focal point
- Improved retail prospects strategically located near two commuter parking structures; concentration of commercial activities near the train station; improved pedestrian opportunities on South Orange Avenue; improved commercial signage and an aggressive, sustained marketing program.

Goals and Objectives

To set the direction for the Downtown South Orange project, the team framed four overall goals and ten objectives that would be pursued in achieving the goals.

The goals are:

- Improve business opportunities through introduction of new economic activities, mix, marketing, physical arrangements
- Improve property values
- Increase the commercial share of property taxes
- Provide additional convenience for residents and strengthen residential property values.

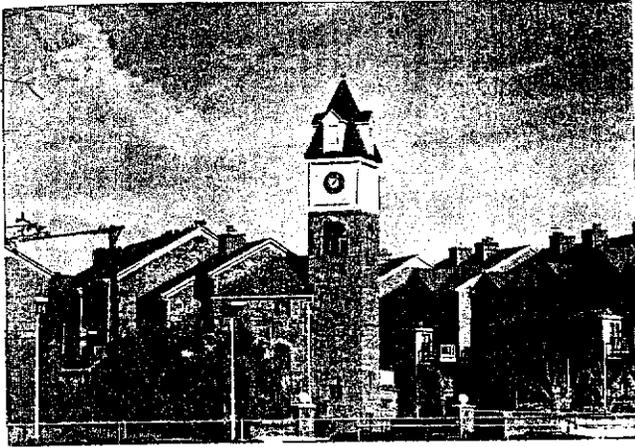
The project objectives helped the team identify specific measures described later in the sections on the redevelopment program and on short term implementation steps. The objectives are:

- Enhance the existing image and create an attractive new image to appeal to investors, consumers, clients, patients and visitors.
- Create one or more distinctive new places and/or activities that will appeal to the region and help distinguish South Orange favorably for consumers, employees, residents and business and property owners.
- Improve opportunities for pedestrian movement and convenience of parking
- Maximize the potential of these resources:
 - small town appeal
 - train station — direct service to Manhattan saving 40 minutes daily
 - South Orange Avenue and Valley Street — high traffic flows and good visibility
 - an affluent region
 - nearby consumers within walking distance
 - government facilities Downtown
 - existing parking



Diners pack sidewalk tables on Freehold's main street: 80% of Downtown shopping trips include eating

- parks and recreation in and near Downtown
- the Firehouse
- unique spaces
- residential appeal
- Seton Hall presence
- resident interest and support
- Minimize and, to the extent possible, eliminate gaps in streetscapes.
- Expand further Downtown's appeal at night and on weekends.
- Provide commercial space suitable for today's market demands



One of New Jersey's most attractive townhouse developments, The Mews, is near shopping, dining and trains to New York



South Orange Avenue offers businesses high traffic flows and good visibility, a tremendous community resource

- Contribute to the reality and perception of Downtown South Orange as safe for residents and consumers
- Reuse land occupied by obsolete commercial structures and other activities of low economic value
- Create a working partnership for Downtown revitalization composed of business leaders, local government, residents and Seton Hall University.

Plan For Village Center

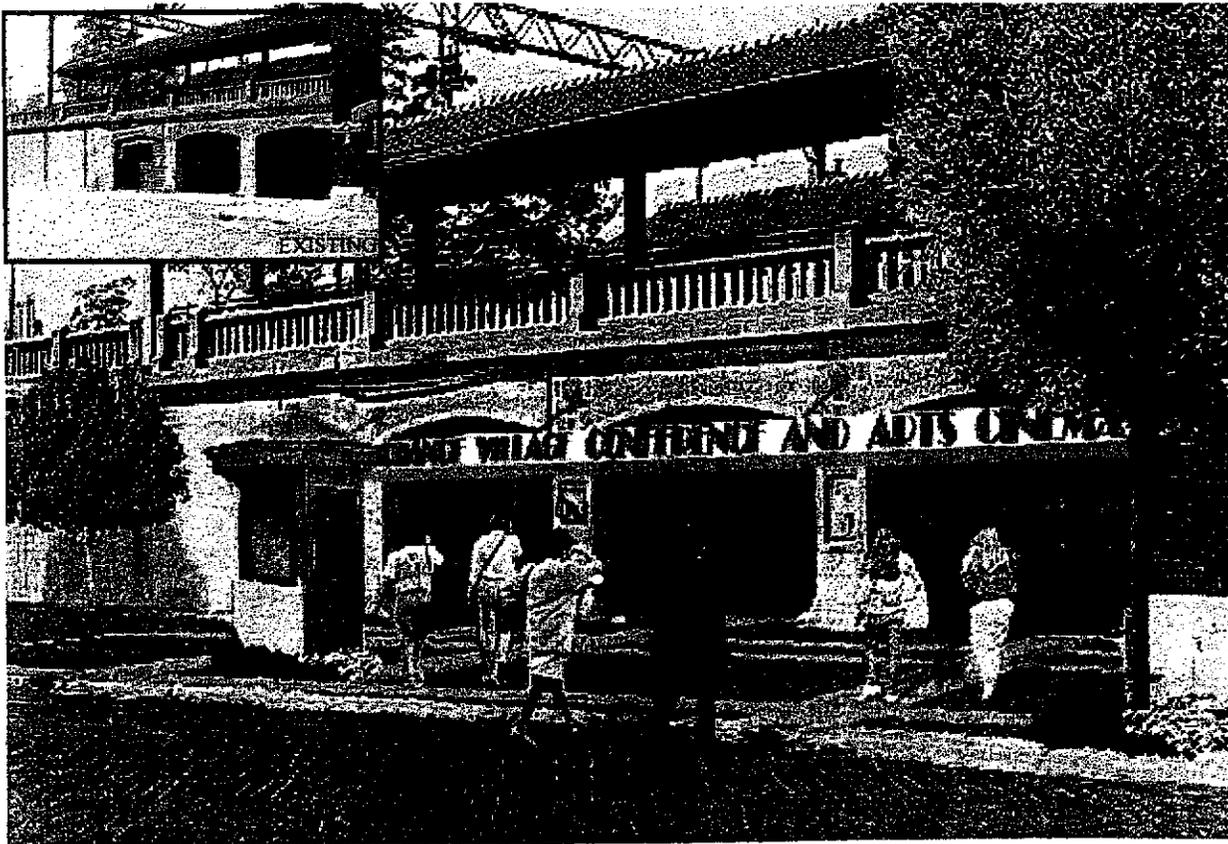
The redevelopment program for Downtown South Orange will provide new economic purposes and strengthen old ones. The plan includes four principal elements: Village Square, New Village residences, South Orange and Vose Avenues, and Municipal facilities.

VILLAGE SQUARE: THE CENTER OF TOWN

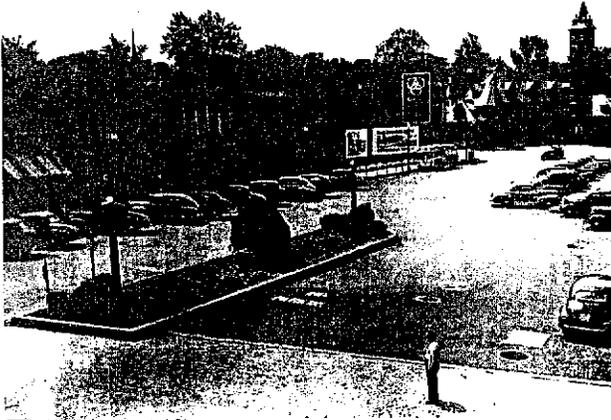
Design Strategy—A hundred feet in width, Sloan Street was designed to facilitate access to the former Lackawanna depot. A lightly used street

for auto and buses, rail passengers emerging from the station have all but made it a pedestrian dominated street as they cross to various destinations.

At one end, South Orange's firehouse, one of the most attractive buildings in New Jersey, helps enclose a square or plaza, complemented by the elevated, elegant train station. A well landscaped parking lot and attractive, turn-of-the-century shops complete the setting. Across South Orange Avenue, the Village Market can be seen. We propose that:



The Village Cinema will enliven the Square adding weekend and evening activities as well as expanding the conference facilities of the Village Inn.



Sloan Street: mid 1940's

- This section of Sloan Street be redesigned as a public square, which will become the heart of the Village; and that it be called Village Square.
- Pedestrians be given clear priority in their movements;
- Special pedestrian lighting be extended from South Orange Avenue to Third Street to encourage movement on the Square and from new and existing residential blocks. Attractive signage be placed at the South Orange Avenue end to inform motorists that there are restaurants, shops, a cinema and a hotel in and around Village Square.
- Sidewalks be widened to encourage sidewalk dining and brown bag lunching near a fountain and other amenities.
- The Square be used for weekend festivals, celebrations, displays and sales with minimum inconvenience to drivers, abundant parking and no interference with emergency vehicles.

Recommendation—Commercial redevelopment should be focused in the area of Village Square to

attract more people to the Center of Downtown. New activities will include a hotel and meeting facilities with supporting arts cinema, new retail in front of the First Street parking garage and new uses in the train station, including retail, dining and a police sub-station. The hotel and conference facilities will serve Seton Hall, St. Barnabas and the V. A. Hospital. The hotel will also be a place where local groups will meet, extra family guests will spend the night, and family celebrations and other parties will be held. Conference attendees will come from Manhattan by train as well as from other parts of New Jersey by car.

- The arts cinema will draw patrons from dozens of towns, strengthening the restaurant market.
- Newly designed retail space will attract modern retailing, especially shops that appeal to the university market and leisure shoppers. At the same time, Downtown will attract a top-of-the-line food store as an additional anchor.

Hotel and Meeting Facilities at Old Firehouse

The South Orange Village Firehouse is one of New Jersey's most distinctive architectural landmarks. The grand scale of the hose-drying tower and fine architectural detail express its symbolic importance as a gateway to the Village. The transformation from firehouse to hotel can preserve the civic exuberance of the building and ensure an enduring future for the well-known landmark in the tradition of the railroad station hotel, a common element of American town centers before the 1930's that still thrives in Europe.

- The civic nature of the building is appropriate to many of its future functions. The hotel will convey a sense of stature, dignity, and prosperity to visitors to South Orange. Visitors will

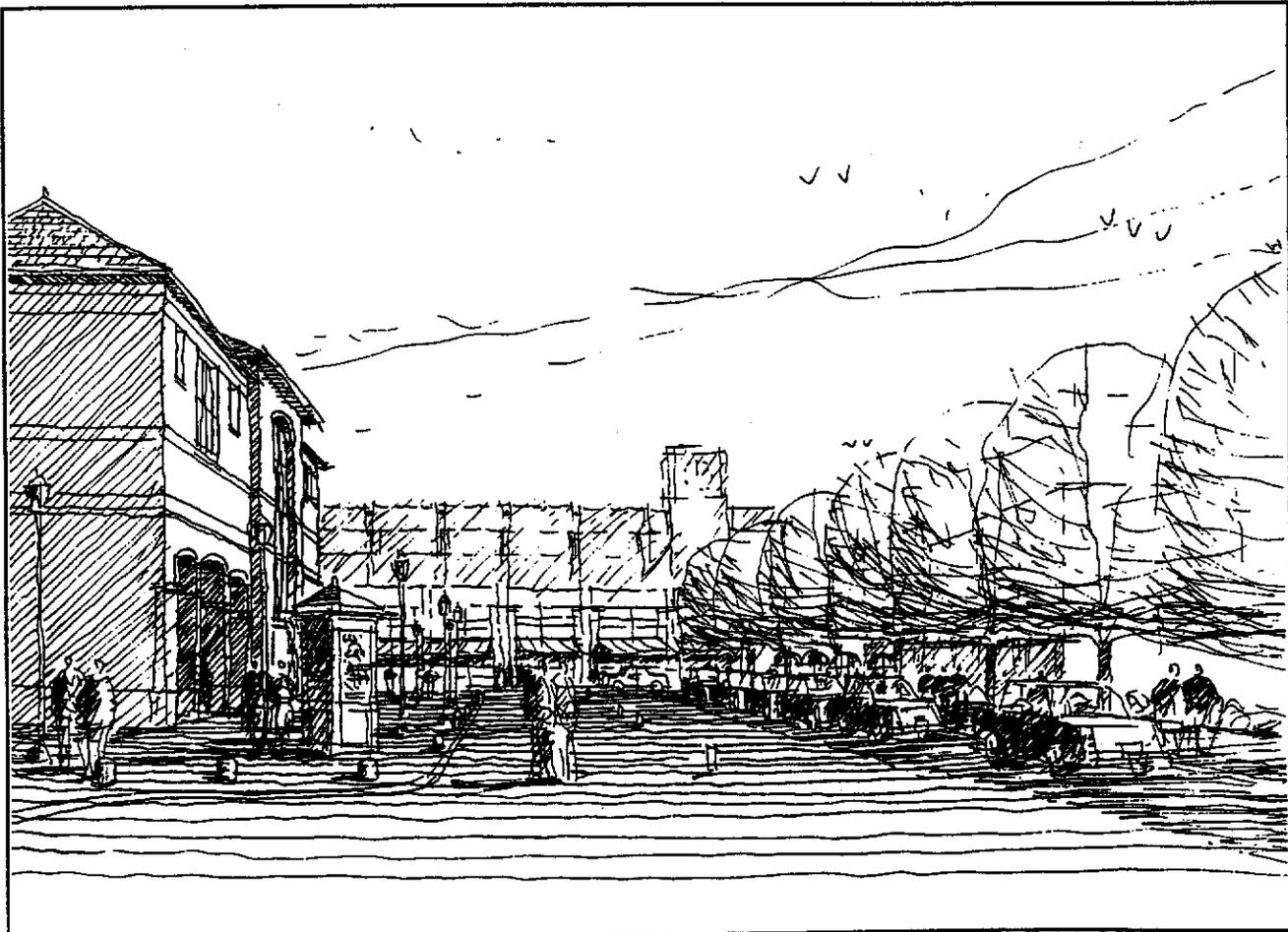
arrive through the arches, where the village firetrucks were once displayed, to find a spacious central lobby, welcoming furnishings, hotel registration, entrance to the restaurant as well as a dramatic exhibit of images and artifacts, (including the original firemen's poles) that tell the story of the building's past.

- The restaurant will occupy the second floor of the Firehouse overlooking the Square. The guest rooms and meeting facilities are to be located behind the Firehouse between the new Village Square parking garage and Sloan Street.

- The project offers event planners tremendous flexibility for programmed activities that utilize the banquet and meeting facilities in concert with the two sloped floor auditoria/cinemas that are to be built across the street, adjacent to the train station.

The civic nature of the building is appropriate to many of its future functions. The hotel will:

- Convey a sense of stature, dignity, and prosperity to visitors to South Orange
- Accommodate visitors to the community — Hotel guest rooms will accommodate visitors



View of Village Square: the new center of downtown will be the focus of daytime and evening activity. New lighting, pavements, outdoor dining facilities, sculpture and other civic refinements are proposed.

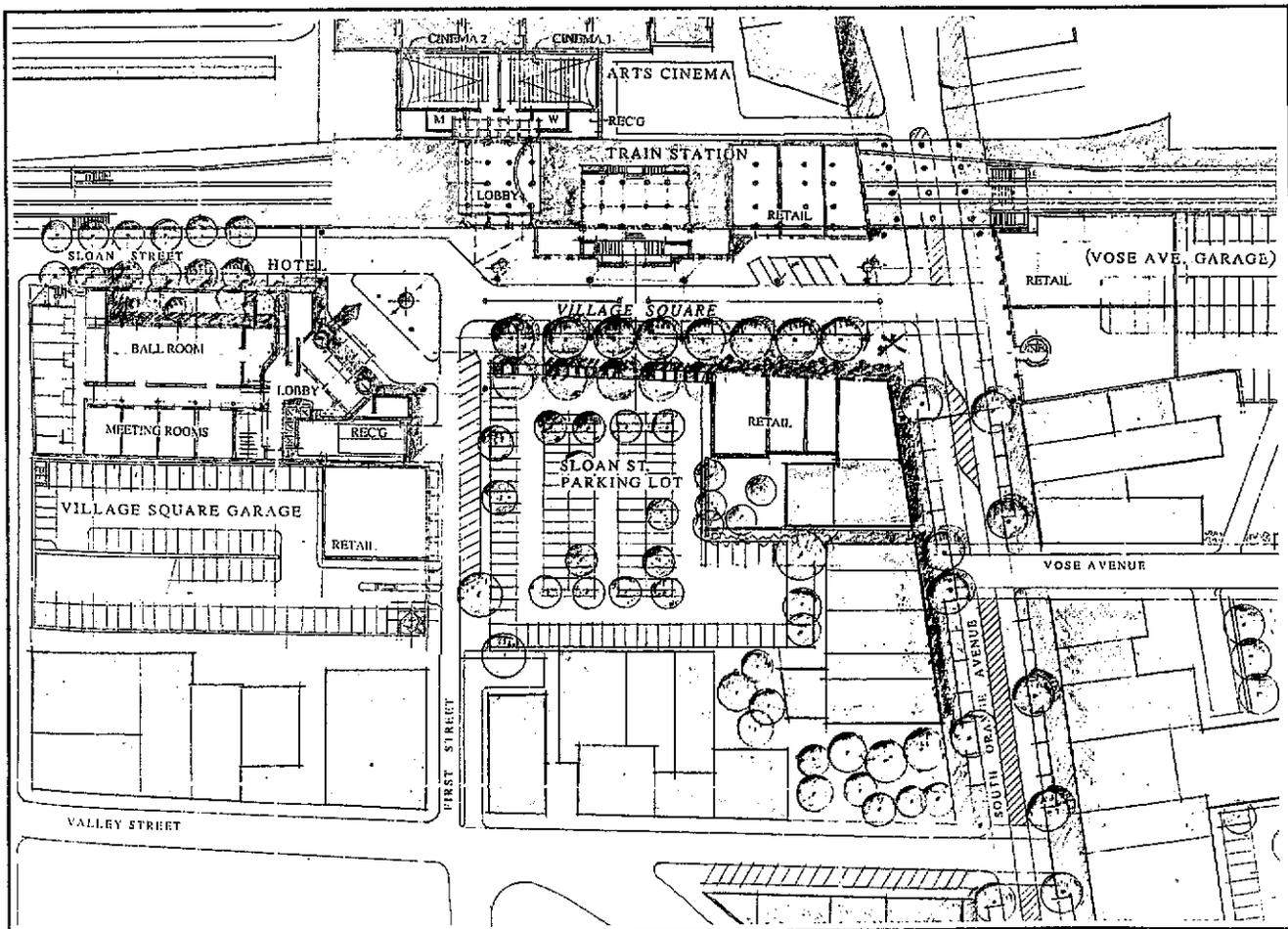
attending functions at Seton Hall, doing business in the village, visiting family, or attending events programmed for the hotel meeting rooms and conference facilities.

- Host important events — Generations of local residents and businesses have noted South Orange needs a large banquet room . The new facilities will serve family functions as well as conferences and civic events.

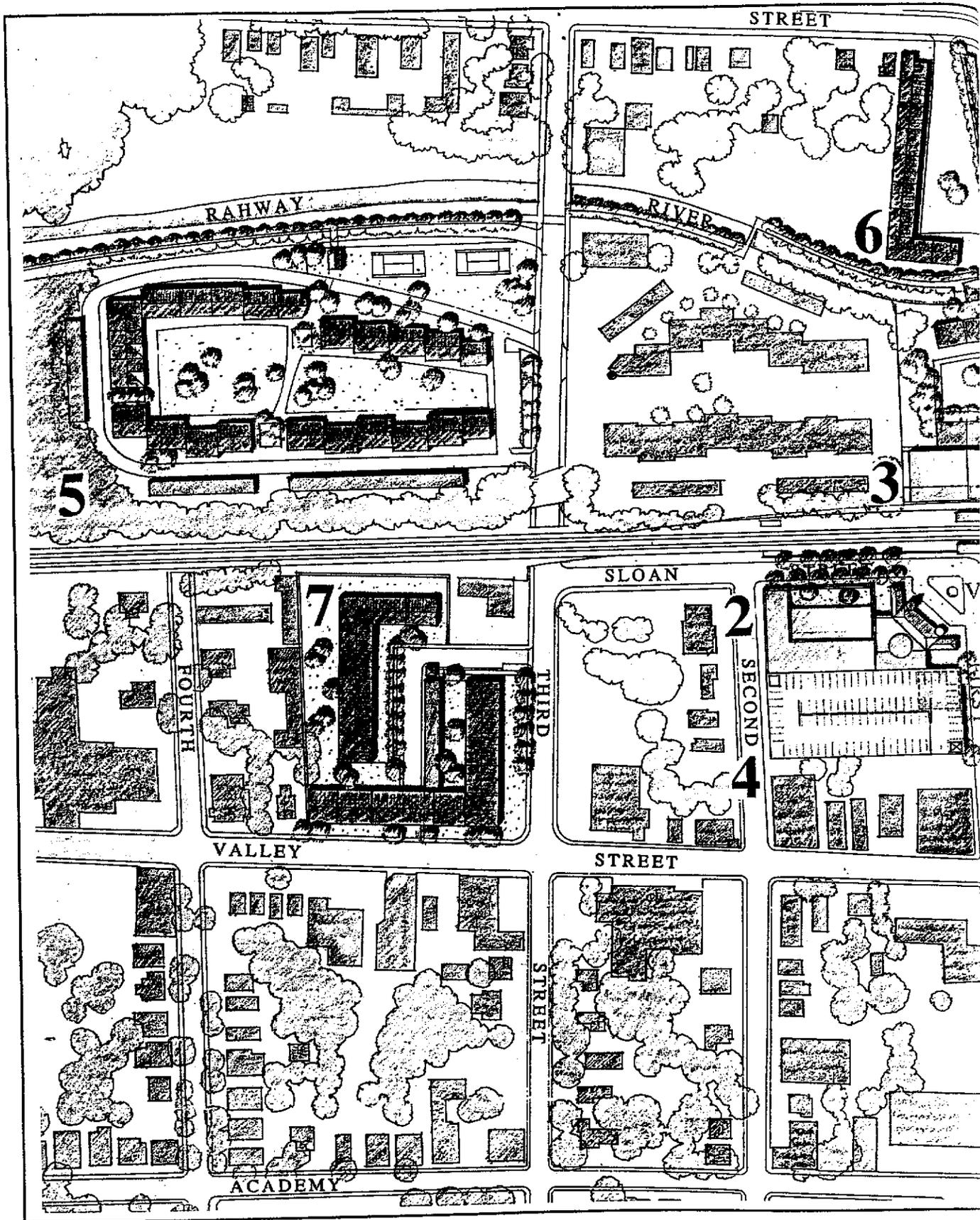
Arts Cinema and Meeting Facilities

An essential element to achieve the vibrant atmosphere envisioned for Village Square is the cinema. Two sloped-floor, 200 seat theaters are proposed. This facility should be designed to accommodate not only the viewing of films, as is typical, but also presentations by a speaker that may incorporate various media. Surveys indicate many feel that a movie theater is a much-needed addition to Village life.

- The cinema lobby will occupy the three empty bays beneath the platforms to the left of the train station.

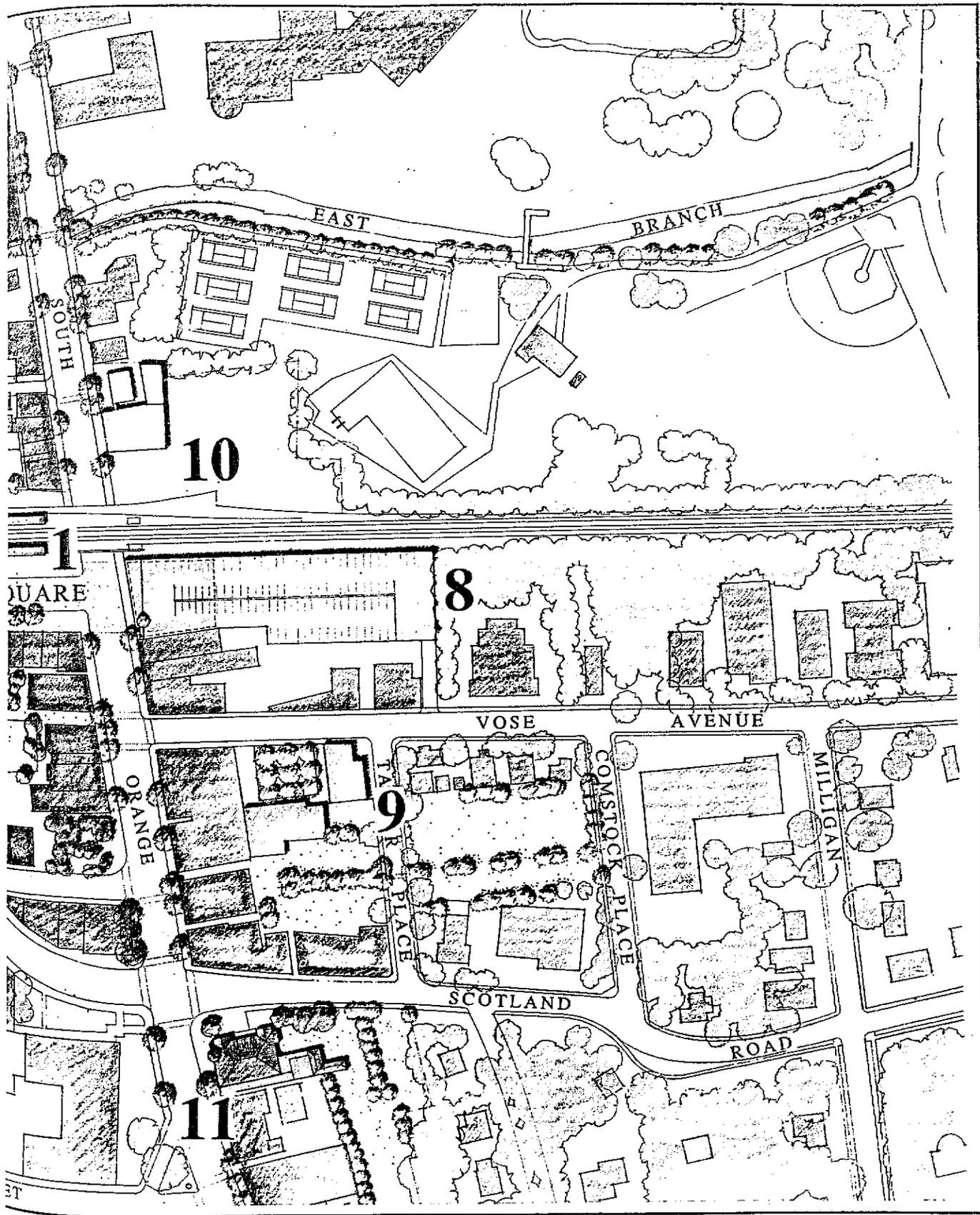


Plan of Village Square: This section of Sloan Street should be redesigned as a public square which will become the heart of the Village



DEVELOPMENT PROGRAM:

1. Railroad Station Improvements 2. Hotel and Meeting Facilities at Old Firehouse 3. Arts Cinema
 7. Third and Valley Site Residences 8. Vose Avenue Parking Garage and Retail



4. Village Square Parking Garage and retail 5. Warnock Site Residences 6. Sickley Site Residences
 9. Vose and Taylor corner cafe 10. Retail Development Site 11. Municipal government to remain in Village Hall

- The building will be a hybrid facility, catering to art film lovers and to business and collegiate functions. This facility will make a maximum contribution to the dynamic potential of not only evening entertainment for residents, commuters and visitors, but also weekday programs for the business community.
- A marquee should be considered part of the overall design of the Village Square, enhancing the architectural features of the station.

Rail Station Improvements

The central feature of Village Square is the railroad station owned and operated by New Jersey Transit. A busy place now, ridership will increase as improved direct service to Manhattan comes on line in mid-1996. By moving commuter parking from the remote Lot 7 to two small decks at First Street and at Vose Avenue, commuters will arrive at street level through the main waiting room on Village Square and on South Orange Avenue where the stairway will be cleaned up, lighted and well maintained.

Between the two station entrances and exits will be new retail and dining. Developer Cary Heller is managing this New Jersey Transit owned space and is attracting new retail tenants whose location will be improved by the shift of commuter parking arrangements to the center of the business district.

Another important use of the train station will be the installation of a small police sub-station. Having police presence in the heart of Downtown where major pedestrian flows are anticipated will be important to the success of the redevelopment program. This proposal by the Police Director will further enhance the prospects for redevelopment on and near Village Square.



The Manhattan - Direct train service will benefit new retail tenants

We also urge that the setting of the attractive station be improved by landscaping, flags, banners and additional lighting of the exterior facade. To make Village Square a much photographed and talked about location, the Township should explore installing one or more sculpture figures of the type created by New Jersey artist Seward Johnson. Among the possible subjects would be a turn-of-the-century Lackawanna Railroad conductor looking at his pocket watch, a fireman or other person locally significant.

New Jersey Transit anticipates significantly increased rail ridership associated with the completion of direct commuter rail service to Manhattan. The construction of well designed multi-level parking is critical if South Orange is to realize its redevelopment objectives. New multi-level parking should be planned so that every possible means are taken to encourage the future economic vitality of the village center. Such parking can:

- Make Downtown more compact by reducing the need for surface lots that separate destinations and deter shoppers.

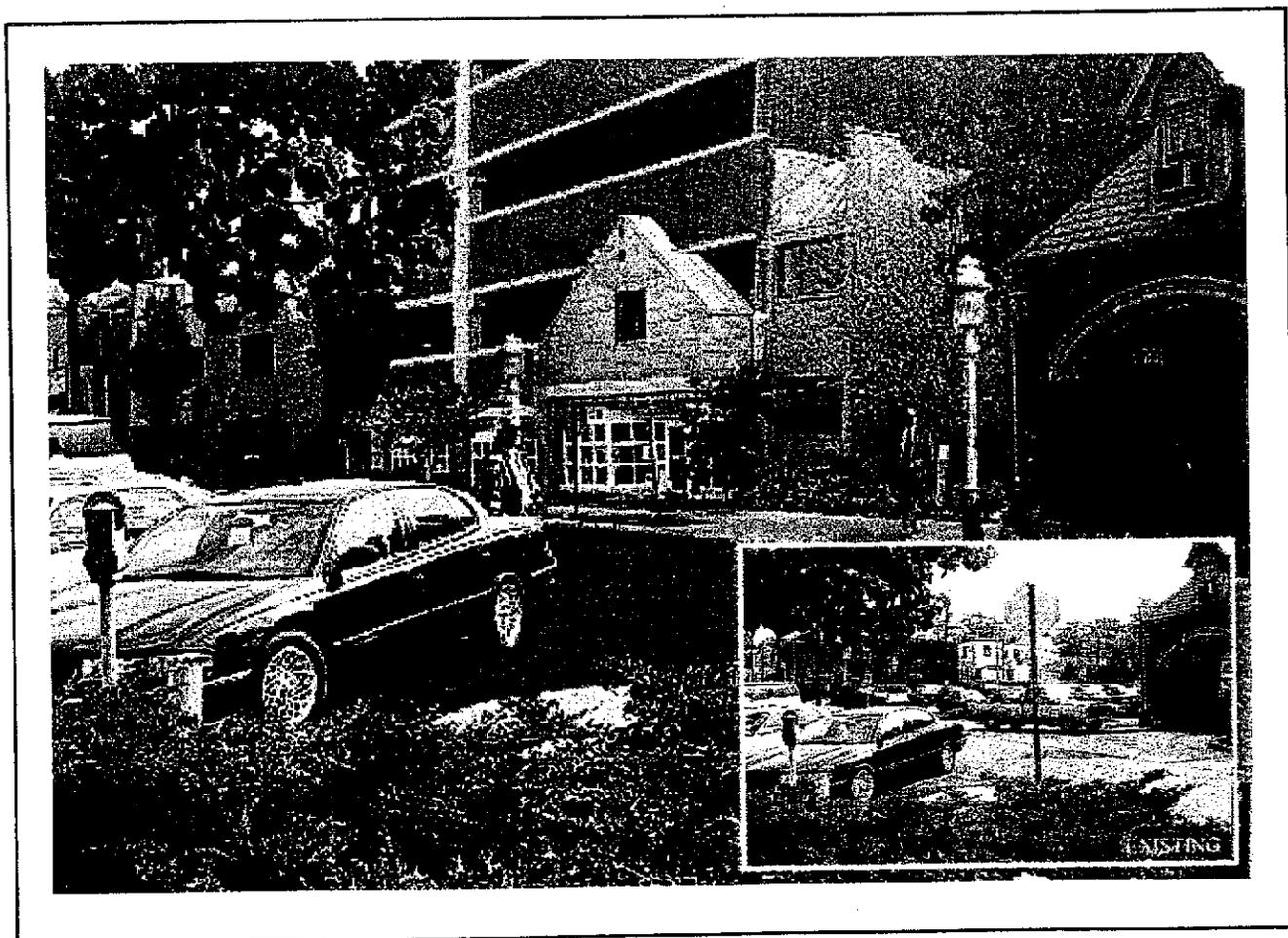
- Make possible the creation of new stores in parking decks used by commuters and create walking patterns that encourage shopping at existing stores.
- Serve various types of users during different times of the day and evening, making the facilities more cost effective and reassuring to users.
- Stimulate redevelopment and retenanting that require parking close-at-hand.
- Provide attended parking where users can stay as long as they choose without concern about meters.

Two locations are recommended:

1. The Village Square Parking Garage is to be located on First Street next to the Firehouse.
2. The Vose Avenue Parking Garage is to be located off Vose Avenue behind the commercial buildings and next to the train tracks.

Village Square Parking Garage

The Village Square Parking Garage will primarily serve hotel guests and commuters as well as cinema, restaurant, and retail customers.



View of the proposed Village Square Parking Garage from First Street

- The Village Square Parking Garage is planned to accommodate 470 cars.
- The material, detail, proportions, and design of this building should contribute to the overall architectural quality of Village Square, and to the character of the other principal buildings on the square: the Firehouse, the train station, and the Sloan Street shopfronts. The proposed Vose Avenue Parking Garage should influence the design of First Street facade.
- The appearance of the garage's floor facing the square should emphasize pedestrian-oriented "window shopping" display for the retail establishment that will occupy the First Street frontage adjacent to the hotel.

Vose Avenue Parking Garage

The Vose Avenue Parking Garage is planned to share the increased New Jersey Transit commuter parking demand as well as to serve retail customers.

- The Vose Avenue Parking Garage is planned to accommodate 283 cars.
- It will primarily serve shoppers and commuters.
- As mentioned above in regard to the design of the Village Square Garage the appearance of the ground floor facing the square should emphasize pedestrian-oriented "window shopping" display for the retail establishments that will occupy the frontage along South Orange Avenue.

NEW VILLAGE RESIDENCES: LIVING IN TOWN

Design Strategy—In this region, the presence of upper middle income homeowners in a Downtown setting is relatively rare outside of New York or Philadelphia and represents a major asset in terms of redevelopment and business attractiveness. Marketing efforts for South Orange need to play on this strength.

New residential development bring several important benefits:

- Nearby residents are the most active consumers, boosting retail and service sales in Downtown.
- Knowledge that people are buying homes in the business district is convincing evidence to commercial investors that this is a quality environment for their purposes as well.
- More residents mean that more people are on the streets, at night and during the day. In an era when security has become the first test of Downtown viability, pedestrian presence is the most reassuring factor.

South Orange has important elements to support residential development, including improved train service to New York, dining, recreation and shopping, plus important intangibles revealed in The Mews survey — favorable community image and good neighbors.

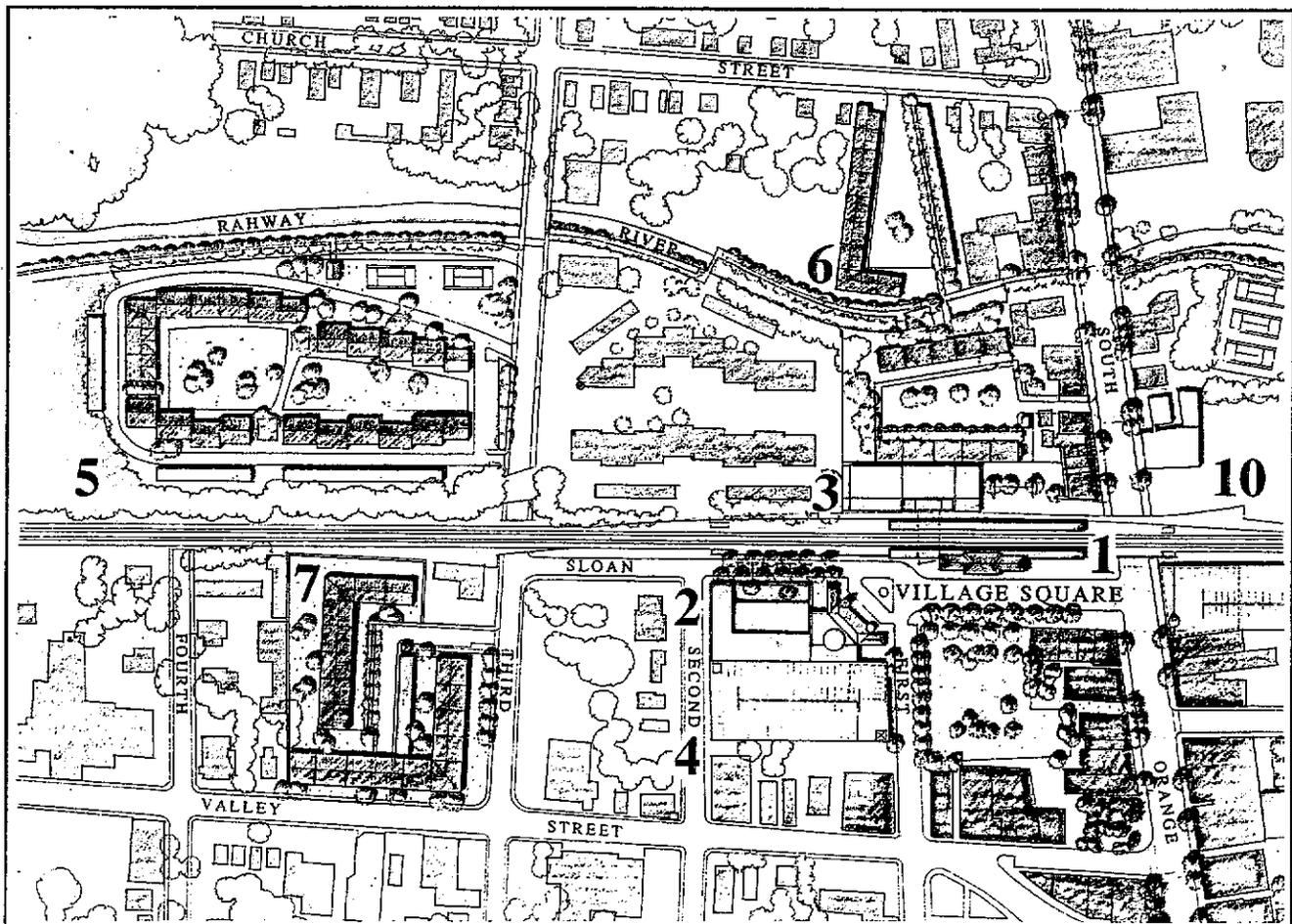
Several steps will be required in order to achieve the maximum potential for residential development in Downtown South Orange:

- New sites within walking distance of the station are required. These need to be large enough to enable a creative developer to

establish a small neighborhood with its own style and to provide homes that are designed to offer family and property security.

- Improved access to outdoor recreation will be important.
- Additional attention to security is warranted, including pedestrian scale lighting throughout Downtown. The train underpasses need special treatment and lighting.
- The quality of food shopping within walking distance requires improvement.

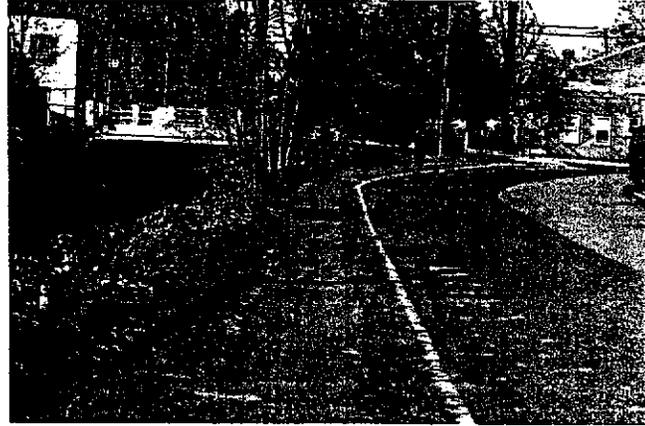
Recommendation—Three sites would make highly desirable locations for residential development of the density and quality of The Mews, developments that play off the same benefits that Mews residents cited in the survey. We recommend that three underutilized sites be converted into middle income residential developments comparable in scale and density to The Mews. These 200 or more nearby households will help keep the shops and restaurants of Valley Street and South Orange Avenue busy evenings, as well as daytime. While not every household will include a regular rail commuter, the planned improvements in service to mid-town Manhattan will be an important plus for:



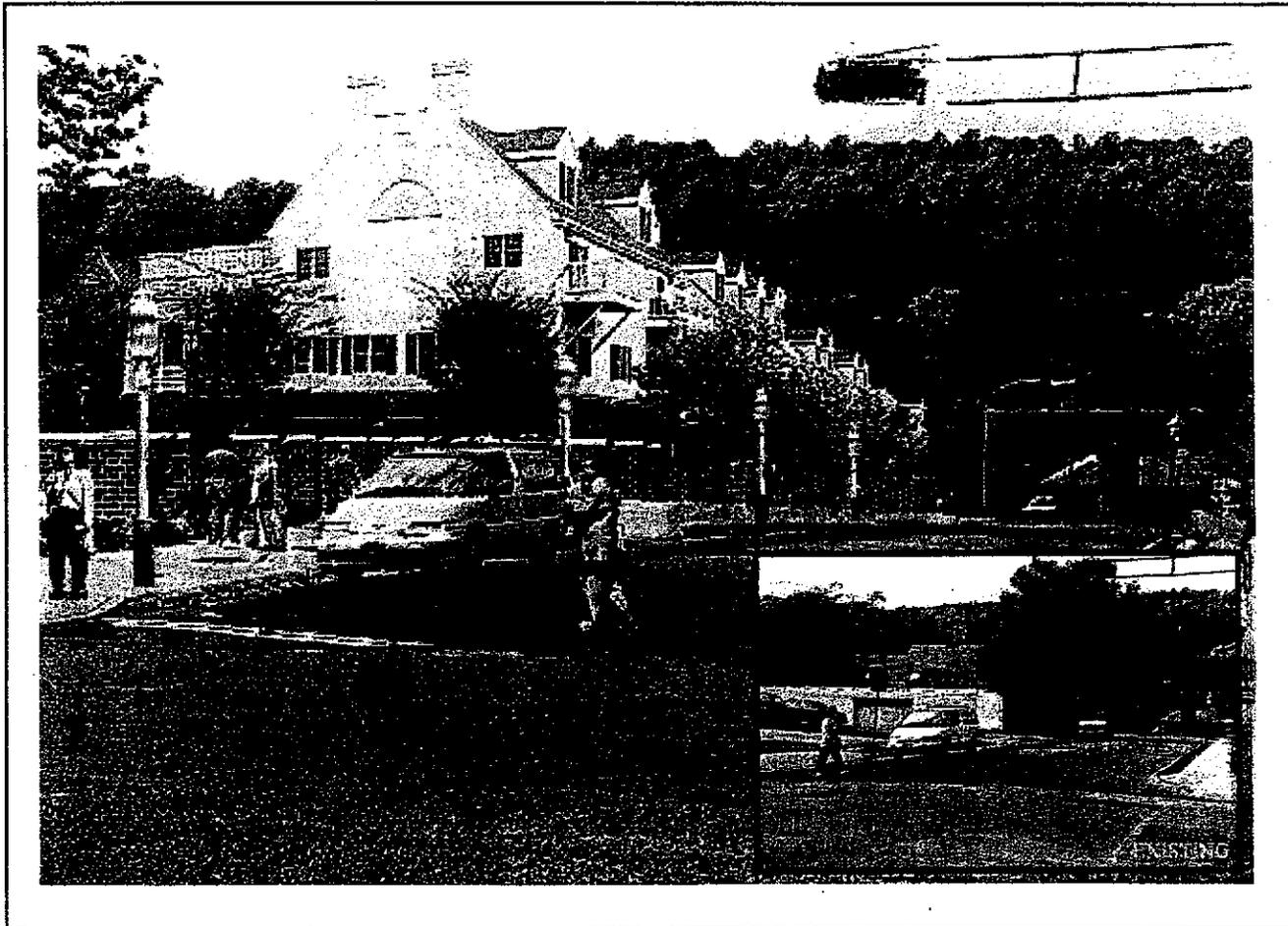
Three sites (5, 6, 7) would make highly desirable locations for residential development



Bikeway along Codorus Creek: York, PA — Similar improvements can be envisioned along the Rahway; connecting two parks in South Orange



View along Eastern Branch of the Rahway River: South Orange

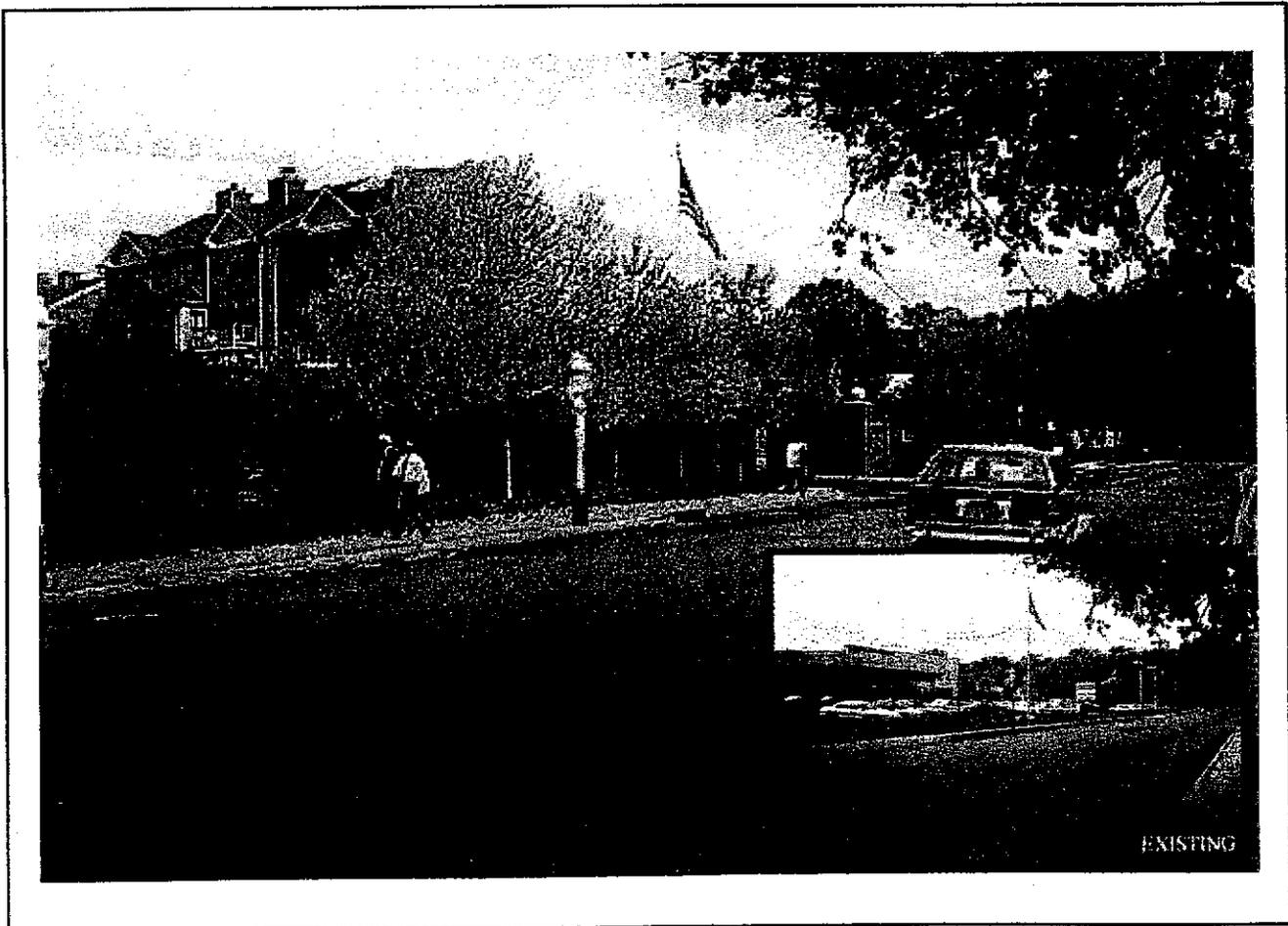


View from the corner of Third and Valley Streets showing proposed residential development

- The suburb closest to New York on the Morris and Essex line
- Neighborhoods where a short walk and no driving and parking are required in order to catch a train
- Commuters who value a 40 minute time saving daily and the convenience of a one-seat ride
- Third Street, across from the Mews
- Third Street at the corner of Valley Street, the site of the present commuter parking lot
- Church Street extended into the southern portion of the Sickley lumber yard.

The sites that offer the greatest benefit to Downtown South Orange are:

The first and third of these are already zoned for planned residential development (PRD), comparable to The Mews. The Valley Street site requires a zoning change. No change in the location of the first aid headquarters is necessary.



View from Third Street showing residential development proposed for the Warnock site

The three sites will accommodate between 170 and 220 dwelling units with parking and amenities comparable to The Mews. These properties can be developed in phases to accommodate changes in the market. Based on limited newspaper reports, we have already received expressions of developer interest.

The Warnock site should be examined to determine whether or not construction of two tennis courts or other recreation facilities would be desirable and feasible. An effort should be made to connect Third Street with South Orange Avenue along the waterway as a means of connecting recreation areas and providing walking and jogging facilities (see illustration on page 24).

MUNICIPAL FACILITIES: A STRATEGIC OPPORTUNITY

Design Strategy—Having been asked by the Township leaders to consider the possible relocation of combined municipal facilities (safety, administration, library, firehouse, library); we considered the following criteria:

1. Are there good reuse or redevelopment options for the existing municipal properties?
2. How important are the municipal facilities to the surroundings where they are currently located?
3. What are the specific needs of each element, and how adaptable are they to a one-site consolidation?
4. What commercial and/or real estate benefits would occur as the result of relocation?
5. Is the highest and best use for the Warnock property municipal facilities?
6. Are there other acceptable relocation sites?
7. What would be the cost of consolidating to one site, i.e. Warnock?

Recommendation—Based on already available information (assessed values of existing municipal buildings, appraisal of the Warnock site, required square footage and building cost estimates), we estimate that the consolidation option would cost the Township \$9,099,300. Assuming that all existing buildings were to be sold to the private sector and thus placed on the tax roll, resulting revenue would fall considerably short of costs, requiring substantial new debt service.

More importantly, consolidation to the Warnock site would mean missing the opportunity to encourage its redevelopment for residences complementing the already existing and adjacent Mews development. With the projected possibility of building an estimated 110 units on this site, generating eight times the amount of its current property taxes, we suggest that this consolidation option be tabled in favor of residential redevelopment.

Village Hall

We suggest that Village Hall space needs be addressed by converting the existing old jail and garage sections of the building to office space. If this adjustment still leaves the Township short of space, we suggest leasing the second and third floors of the building adjacent to Village Hall. We believe it is important to retain the Village Hall presence in the Downtown.

Firehouse New Location and New Building

As explained in the Hotel and Meeting Facilities section of this report, we propose that the Old Firehouse become the entry, lobby and restaurant area for this new Inn at Village Square. Based on existing information, we assume that the Department would require about 9,000 s.f., at a new construction cost of \$990,000. Revenue sources for this cost, as well as acquisition of an appropri-

ate site, could come from sale (or lease) of the following Village properties: Block 1906 (the Firehouse and adjacent property), Block 2602, Lot 12 (Crestwood Drive site), and Block 2304, Lots 3 and 9 (required for redevelopment of the 3rd Street site for residential). Based on assessed values, sale of these properties would generate \$2,021,000. This should be sufficient to cover both the costs of acquisition (if needed) and new construction.

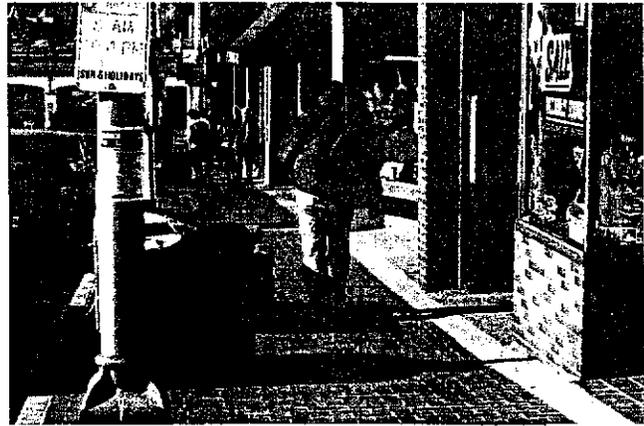
In addition, if tax abatement is built into the Hotel and Meeting Facilities project, all of this payment in lieu of taxes revenue can be retained by the Village and can be considered as a resource for any debt service incurred to relocate the Fire Department. The Fire Chief is considering a half-dozen alternative locations.



The Village Hall tower is a familiar landmark and the government center adds to Downtown's vitality

SOUTH ORANGE AVENUE: THE MAIN STREET

Design Strategy—While traffic volumes are lower than a decade ago, South Orange Avenue and Valley Street still bring tens of thousands of potential shoppers from out of town through the central business district. Traffic counts at these levels are attractive to potential retailers and



Narrow sidewalks and speeding cars limit South Orange Avenue's appeal to shoppers

developers, given an attractive setting as proposed. Viable project opportunities for underutilized sites must be identified that will have a positive physical presence in the Village and contribute positively to the overall business environment.

South Orange Avenue, however, needs both visual and pedestrian improvements. Facades and signs require upgrading. The speed of traffic and width of the street need to be reduced to encourage pedestrian movement from sidewalk to sidewalk. Trees and pedestrian scale lights reflecting the famous South Orange gaslight style are needed to create an image that says "village" to out-of-towners.

Recommendations—We strongly recommend that the Village pursue with Essex County the reduction in the number of travel lanes on South Orange Avenue. Our review of county documents reveals a minor negative impact on the functionality of South Orange Avenue and the various intersecting streets in the study area when South Orange Avenue is reduced from four to three lanes. This can be justified by the benefits accruing from lower traffic speeds, better pedestrian crossings, wider side-

walks, quieter streets, and a scale relationship of building height to roadway width more appropriate for the Village. We recommend one lane of travel in each direction with the center lane reserved for left turns. Parking on each side of the cartway would be retained.

Sidewalks

Sidewalks should be widened up to 6 feet on both sides on the cartway. Despite underground utilities and grading vagaries, we believe that sidewalk expansion can be accomplished with the retention of most, if not all, existing sidewalk improvements. The expanded sidewalks will have many benefits that contribute to the identity and character of the

Village. They will allow for the comfortable addition of street furnishings and will create a more welcoming appearance. Street trees will be more easily accommodated and this will have a positive visual impact. Trees will reduce the perception of traffic noise, create a "ceiling" to the pedestrian space and provide shade.

Lighting

The image of the Village is closely tied to the gas fixtures seen throughout the residential districts. This identity of place is rare and should be protected and emphasized by reinforcing the design along major avenues and in municipal parking lots. The Village has recognized the need for



View showing proposed South Orange Avenue streetscape improvements

improved lighting on the avenues and in parking lots. We strongly recommend the use of gaslight style fixtures on South Orange Avenue and Sloan Street, with a cutoff luminaire located in the fixture cap. This fixture will have the appearance of a gas lamp while providing the light necessary to illuminate cartway and sidewalks to appropriate levels.

Vose Avenue Left Turn

A left turn lane onto Vose Avenue (from eastbound South Orange Avenue) is needed. This simple change will greatly enhance the flow of traffic and the viability of the downtown district, especially on Vose Avenue. The present arrangement with the left turn lane onto Scotland Road, achieves a superior traffic performance for South Orange Avenue but sacrifices other legitimate goals of the plan for Downtown.

The proposed location of a parking deck off Vose Avenue and behind the existing Shop Rite will increase the necessity for a turning lane onto Vose Avenue. Approval for this change should be aggressively pursued.

South Orange Avenue Commercial Site

A future use for the 1.25 acre site occupied by the Beifus auto showroom and repairs on South Orange Avenue would be a quality food store. The location is central in the Downtown area, offering an anchor that can generate multi-destination shopping. New retail space can be located so as to facilitate delivery requirements and provide parking spaces on site. There are also approximately 30 more spaces within 200 feet on South Orange Avenue and there will be spaces in the parking deck proposed for the opposite side of the train tracks.

Vose Avenue and Taylor Street Corner

The best image for a Downtown is a streetscape dominated by well maintained commercial buildings. Gaps in the commercial streetscape for parking diminish that favorable image. South Orange sets a highly favorable example in the location of parking areas behind commercial buildings in "courtyard" settings.

An exception to this pattern occurs at the corner of Vose Avenue and Taylor Street where a parking lot dominates the setting. Behind it is the former Ice Cream Factory.

We propose that efforts be made to locate a bakery, ice cream outlet or similar food enterprise here and that the parking be landscaped and a portion set aside with tables and chairs for light dining.

The possibilities include:

- 3500 SF of new retail or restaurant with seating and parking
- 4000 SF adaptive reuse of the Ice Cream Factory building for such food related uses as bakery, micro-brewery and/or ice cream shop.

**COST / ESTIMATED VALUES:
PROJECTED ANNUAL TAXES**

Program Element	Cost/Est. Value	Taxes 1994	Projected Annual Taxes
Firehouse Hotel/Conf. Center <i>Guest rooms (100) Ballroom, conf. rooms</i>	\$11,988,200	\$13,358	\$395,610
NJT/Hotel Parking Deck <i>Total spaces: 470 (100 Hotel) New retail: 3,500 s.f.</i>	\$5,745,000	incl'd above	To be determined
Cinema/Conferencing Rooms <i>Two screens</i>	\$1,310,000	\$20,849	\$43,230
Firehouse New Location <i>New building: 9,000 s.f. Acquisition</i>	\$990,000 To be determined	\$0	\$0
Residential at Warnock Site <i>Total DUs: 110</i>	\$15,400,000	\$62,700	\$508,200
Residential at Third St. Site <i>Total DUs: 60</i>	\$8,400,000	\$88,321	\$277,200
Residential at Sickley Site <i>Total DUs: 50</i>	\$7,000,000	\$63,443	\$231,000
New Retail/Commercial at Beifus Site	To be determined	\$62,271	To be determined
Vose Ave. NJT Parking/Retail <i>Total spaces: 283 New retail: 10,000 s.f.</i>	\$6,436,400	\$90,433	To be determined
Vose & Taylor Corner Cafe <i>Ice Cream Factory Bldg.</i>	To be determined	\$10,038	To be determined
S. Orange Ave. Improvements	To be determined	\$0	\$0
Village Square Improvements	To be determined	\$0	\$0
Totals	\$57,269,600	\$411,413	\$1,455,240

Implementation: Early Action Steps

Several measures can be undertaken now to begin the revitalization process and to engage business stakeholders and residents in implementation.

to form a Partnership organization to lead those elements of the revitalization program not legally assigned to the governing body or the planning board.



Downtown Millburn

0911 379-2341
Downtown Millburn Development Alliance
September, 1993

UNIQUE LOAN FUND AIDS EXISTING, NEW BUSINESSES

Receptions, Press Launch New Projects

Downtown Millburn activities accelerated during the long hot summer, with two highly successful receptions for resident and regional leaders. Governor Bush and The Countess served as hosts of the evening events at Cafe Milan.

DMDA solidified its partnership with area commercial real estate firms in the first of these meetings when more than 50 people helped launch the marketing plan that is being used to attract new and existing businesses to the Downtown DMDA redevelopment area. The market-research survey conducted earlier had identified priority retail opportunities desired by Millburn residents, including men's and women's clothing, fish and fresh produce markets and additional dining choices.

Expressions of interest from out-of-town businesses in these categories has already resulted.

The second reception drew a large crowd of residents and business from the nine hotels that signed on first to join the loan-fund loan pool. Residents and owners now have a marketing kit to help sell Downtown Millburn and a significant financial aid to help businesses with capital costs associated with a Millburn location.

Helping plan and run these events were Diana Conover, Asha Taggar, Alan Goldberg, Asha Buchholz and Carrie Lamoreaux. Millburn Mayor Frank Long welcomed the guests in both events.



Millburn, EDC Link Nine Area Lenders

Millburn's financing loan fund is designed to help existing businesses expand as well as attract new firms. It is available in office and other service firms, as well as retail, according to Pat Hume, DMDA Executive Director and member of The Alliance Group consulting firm. The specific financing worked out with nine area commercial banks and the Essex County Economic Development Corporation is part of a comprehensive strategy developed with the UMEDA Business Attraction and Retention Committee. John Buchholz heads the group.

Scottie Silver, President of the Alliance, praised the banks and the County for supporting this loan-fund business improvement service designed to revitalize Millburn as a strong regional commercial center. "This joint venture is a good business as well as a good civic citizenship," she said.

First in New Jersey

The public-private effort is thought to be the first of its kind among New Jersey's economic Special Improvement Districts (SIDs), all of which have been started to revitalize townships.

Loan applications may be made through Robert Sobel or Greg Lombardi, Essex County Economic Development Corp. (201-731-2772). The EDC is a private, not-for-profit agency, funded by the Essex County Community Development Block Grant Program. One of the goals of the EDC is to increase employment opportunities in Essex County.

Participating banks include: Broad National Bank, Chemical Bank, New Jersey Credit Union Bank N.A., CoreStates N.J. National Bank, First Federal Bank, Midstate National Bank, National Commerce Bank, Sunbank Bank, and United Jersey Bank.

Fifty percent of each business loan will be made through the banks at 3.50 above the prime rate, with the EDC assuming 40% of the loan at 7.5% of prime. Borrowers will be responsible for the remaining 10 percent.

The loan-fund program is the latest in a series of steps taken by the Alliance to attract businesses and to help existing businesses expand. "We are looking for experienced operators who want a community with very high purchasing power and a prestigious location," said John Buchholz.

Interstate firms will typically be made for "fit" expenses, the cost of adapting existing space to the needs of individual entrepreneurs. For capital equipment and for lease and sign improvements, Acquisition Financing is also eligible. Contact us on page 9.

Gallery Relocation Benefits Millburn

Downtown Millburn has attracted another new business from South Orange feeling higher visibility as well as proximity to the affluent West Essex market, the name of C.S. Schute Gallery in Millburn also reflects a change in business emphasis for the center.

The gallery expanded space into another building for Stephen and Carrie Schute to offer large exhibits, such as the recent one, "Impression Words by Modern Masters." An private art dealer primarily based in Manhattan's Soho District, the firm has more than twenty years experience operating in downtown galleries.

Steve Schute is enthusiastic about downtown Millburn, partly because the writing and the hand-drawn style of the building at 500 Millburn Avenue provide the physical "character" they seek. Restaurants, retail galleries, and the work done are helpful resources to his work.

Public Relations Plan is Paying Off in 1993

Downtown Millburn is benefiting from a comprehensive strategy that includes several initiatives with complementary but distinct purposes.

The public relations program draws focus and attention to all of the staffed and volunteer projects intended to attract strong businesses and additional customers.

For the service and retail businesses that comprise Millburn's marketplace, DMDA produces the newsletter and sponsors a series of "open house" opportunities for business to guide suggestions and learn what's being accomplished. The next will be early fall. Contact us on page 9.

- This organization should incorporate as a non-profit under Title 15-A, should adopt by-laws, select leaders and set priorities, drawing from the suggestions below.

A year round, multi-faceted marketing program is required:

- A business attraction program is urgently needed. A professional having good contacts with high quality food stores, chains and specialty retailers should create a marketing program based on the consumer survey and focus group expressions of demand.
- For business retention, as well as attraction, data on all commercial buildings is needed, including when leases expire. Also measure occupancy, rents, parking use, pedestrian flow and crime to keep abreast of changes.
- A bonus could be offered to the realtor or property owner who brings in a previously defined especially strong business.
- A below market rate loan program for facades and signs should be launched with currently available Federal CDBG funds and banks' participation. As soon as possible, this should be expanded to help prospective businesses finance fit up costs.
- Detailed plans and designs for clustered off-premises signage (C.O.P.S.) should be prepared so that businesses not on South Orange Avenue can attract this high volume of customers. Design standards for projecting (on-premises)

Downtown partnerships emphasize public — private collaboration

An inclusive Downtown partnership organization is needed:

- The principal forces whose ideas and energies will be required to revitalize Downtown — business and property owners, residents, Seton Hall and the municipal government — need

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Seton Hall University will be an important part of Downtown's revitalization

signs are also needed.

- Plans should be made to expand the success of the farmers market, encourage outdoor dining and schedule regular weekend activities when parking is abundant.
- Landscaping and lighting improvements should be made in parking lots to assure that the first impression of South Orange is a good one.

Various security steps need to be taken to preserve Downtown South Orange's reputation for personal safety and to reduce property crimes.

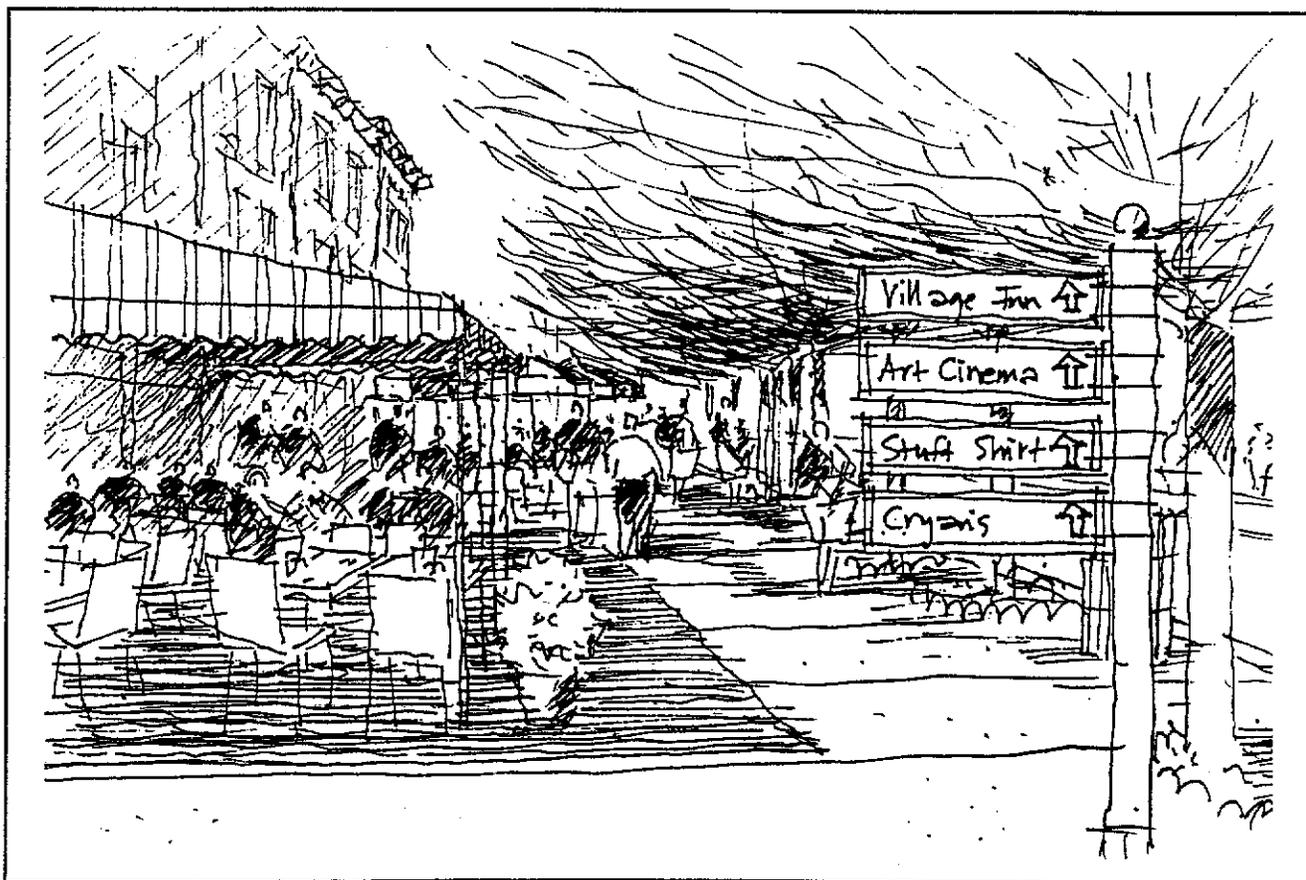
The police department should be encouraged to establish a small sub-station at the train station. This would deal directly with the need to reassure residents and visitors after dark that Village Square and Sloan Street are places where you can move about comfortably. The partnership organization should work with police to create a Downtown version of neighborhood-based crime watch programs.



Repaved and landscaped, Village Square will be the setting for fairs and festivals, art shows and exhibitions

As the financial requirements of these and other business self-help projects become apparent, the non-profit corporation should be expanded in its role:

- A district management corporation should be formed to enable this business-led entity, with municipal approval, to assure that all of the commercial properties which will benefit from revitalization also share some of the costs.
- Because of the close proximity and common concerns of The Mews property owners (and later owners of the three proposed residential developments) to Downtown, these residents should function as part of the partnership.



Village Square: Wider sidewalks facing the rail station will permit sidewalk dining. Clustered off-premises signs will alert motorists on South Orange Avenue to new and existing businesses on the Square.

Looking Ahead

The redevelopment program is composed of a series of steps that support one another, creating new opportunities for business profitability and a renewed source of pride and convenience for residents. As the program is implemented, residents will notice:

- A broad choice of food in an appealing food store.
- 200 added households a short, pleasant walk to shopping, dining and direct train service to Manhattan.
- Village Square bustling with conference attendees, hotel guests, movie-goers, commuters, sidewalk diners and shoppers. Weekend special events drawing customers from surrounding communities.
- South Orange Avenue and Sloan Street brightly lighted for pedestrians, with street lamps similar to South Orange's famous gaslights.
- A sense of personal safety that comes from visible police presence and improved lighting on sidewalks and in parking lots.
- Auto traffic moving at safe speeds on South Orange Avenue with shorter pedestrian crossings on special pavements.
- Village Square paved and posted to assure pedestrian priority.
- Two small, multi-use parking garages located to benefit retail and to mitigate traffic peaks shorten commuter walking distances.
- Commuter parking that accommodates cars, for hotel, dining, movie and shopping, is out



More stores, more customers equal greater profitability

of sight, and reduces dependence on surface lots that scatter buildings and weaken retail performance.

- Trees, flowers and ample sidewalks restoring the sense of Village to South Orange Avenue.
- Landscaped parking areas and abundant location signs of the current high quality standards.
- A commercial sector that is able to take on a larger share of the costs of schools and government.