

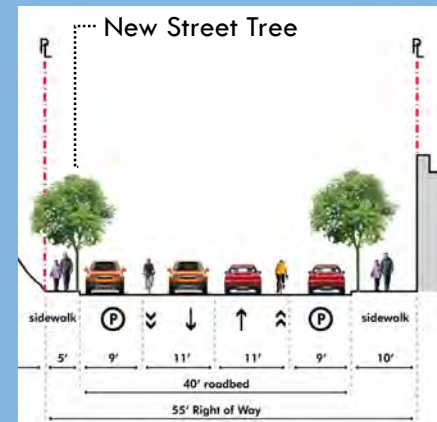


CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

IRVINGTON AVENUE: CREATING A COMPLETE CORRIDOR

A LOCAL DEMONSTRATION PROJECT

AUGUST 2014



PROJECT PARTNERS



Maplewood Township



Township of South Orange Village



City of Newark



Essex County



Maplewood Chamber of Commerce



NJ TRANSIT

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Diamond Gym

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TABLE OF CONTENTS

TOGETHER NORTH JERSEY	2
EXECUTIVE SUMMARY	4
1. ANALYSIS: WHERE ARE WE NOW? WHERE ARE WE HEADED?	7
I. Irvington Avenue Corridor	8
II. Corridor Mobility	12
III. Maplewood Corners	16
IV. Outreach Methodology	26
V. Outreach Outcomes	27
VI. Other Plans	28
2. VISION: WHERE DO WE WANT TO GO?	31
I. Streetscape Recommendations	32
II. Expanding the TOD Radius: Corridor Bike Route	33
III. Key Places in Maplewood Corners	38
IV. Pedestrian Environment and Safety	42
3. IMPLEMENTATION: HOW DO WE GET THERE?	47
I. Implementation	48
II. State Agency Walk, Talk and Act Tour	52
Planning and Implementation Agenda (11"x17" format)	Attached

ABOUT TOGETHER NORTH JERSEY

In November 2011, the U.S. Department of Housing and Urban Development (HUD) awarded TOGETHER NORTH JERSEY (aka, North Jersey Sustainable Communities Consortium) a \$5 million Sustainable Communities Regional Planning Grant. The grant is matched with an additional \$5 million in leveraged funds from project partners. Grant funds have been used to implement the Local Demonstration Project (LDP) Program, develop a Regional Plan for Sustainable Development (RPSD) for the 13-county planning region (pictured to the right), and provide technical assistance and offer education opportunities that build the capacity of jurisdictions, organizations and the public to advance sustainability projects and initiatives.

The plan is both “place-based” and “issue-based” and uses sustainability, transit system connectivity and Transit-Oriented Development (TOD) as the central framework for integrating plans, regulations, investments, and incentive programs at all levels of government to improve economic and environmental conditions, while promoting regional equity and resource efficiency. For more information, please visit togethernorthjersey.com

ACKNOWLEDGEMENTS

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- NJ TRANSIT
- NJ Office of Planning Advocacy (NJOPA)
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- NJ Future
- Building One New Jersey
- PlanSmart NJ
- Regional Plan Association (RPA)

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contained in this document. Such statements and interpretations do not necessarily reflect the views the Together North Jersey Steering Committee or its individual members or any other agency or instrumentality of Government.

ABOUT THE LOCAL DEMONSTRATION PROJECT PROGRAM

The Local Demonstration Project (LDP) Program seeks to advance specific projects, initiatives, and other investments for local communities to achieve short-term, implementable projects which are consistent with the RPSD goals and program outcomes.

The LDP Program provides technical assistance for strategic planning studies focused on designated areas or corridors associated with established or anticipated transit services and/or facilities. Eligible LDP projects will be sponsored by municipalities, counties, non-governmental organizations, community development corporations, and other interested organizations.

These demonstration projects help to identify partnering opportunities, milestones, and potential funding sources and serve as a model for future initiatives.

Please visit togethernorthjersey.com to learn more

12 KEY ISSUES

The range of issues faced by the communities within the Region in positioning themselves for a more sustainable future is broad. The Local Demonstration Project program as a whole will attempt to engage all of the the major policy issues that have been identified in

recent years, as seen in the adjacent diagram. Each project of the LDP program will address Land Use and Transportation at its core and will identify several primary issues as the project's focus.



EXECUTIVE SUMMARY

The Irvington Avenue: Creating a Complete Corridor Plan aims to unite multiple municipalities around a single corridor. The Irvington Corridor (also known as Essex County Route 510) stretches from the South Orange Train Station through the four municipalities of South Orange, Maplewood, Newark, and Irvington, before becoming Clinton Avenue and heading further east. One of the most important outcomes of this project is three of the municipalities that border the Irvington Avenue Corridor have created an Irvington Avenue Corridor Working Group (IACWG) to advance mobility and wayfinding improvements. The goal of this group is to create a unified dialogue with Essex County and seek funding opportunities together. The IACWG has already worked together to submit a corridor-wide federal DOT TAP grant in conjunction with the County for funding in fiscal years 2015 and beyond.

The study area surrounding Irvington Avenue is only 1.5 miles long, yet is comprised of four discrete sections, each with their own physical characteristics.

The Plan envisions a number of physical improvements to the Corridor, including a corridor-long bike network (opposite page), facade improvements (top right), and pocket parks (bottom right)

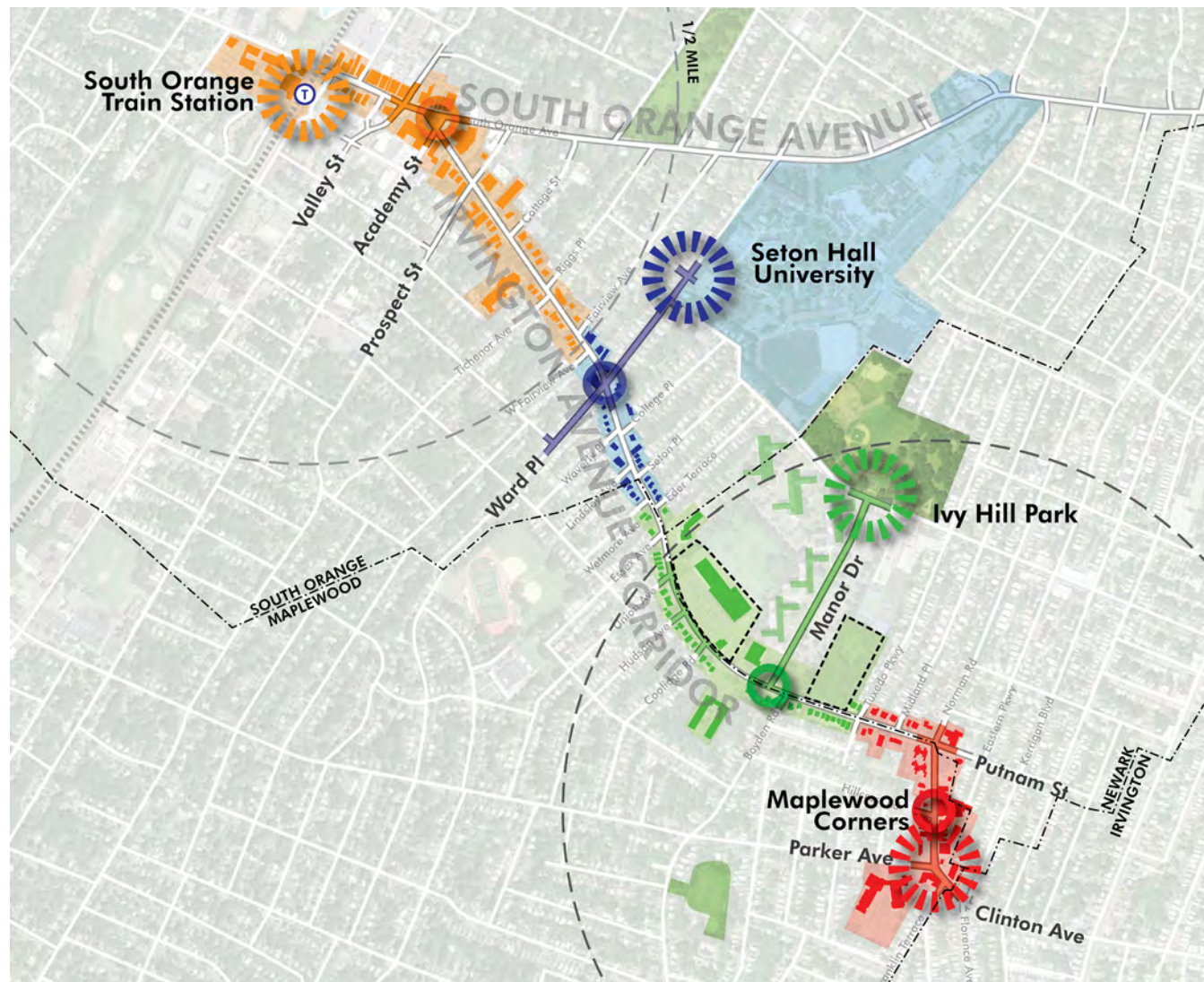


- Downtown South Orange has close proximity to the train station, and is a dense, walkable downtown.
- Seton Village has a small, walkable scale that offers amenities and service to nearby Seton Hall University and the surrounding neighborhoods.
- Ivy Hill is characterized by automobile-dominated uses and wide right-of-ways, making it difficult to traverse as a pedestrian.
- The proposed “Maplewood Corners” section is pedestrian-oriented, but lacks the cleanliness, maintained streetscape, and amenities one would expect from a successful retail street.

Part of this project focuses on a section of the Corridor- named “Maplewood Corners” for the purposes of this project- which has the potential to anchor the north-eastern half of Maplewood. This Plan makes recommendations for how to rebrand Maplewood Corners, by establishing itself as a niche market within the region, making it a place where people want to stay, maintaining the streetscape in a streamlined fashion, and considering redevelopment among certain sites in order to add density.

The Plan recommends implementing a Corridor-long bike route to better unite the communities. A formalized bike network would also extend the potential

transit-oriented development radius to the distance a community resident can travel in 10 minutes, or about 1.5 miles, increasing development opportunities.



DEMOGRAPHIC ANALYSIS

The Irvington Avenue Corridor Study Area, though located mostly within the affluent municipality in Maplewood Township, has a much different demographic makeup than

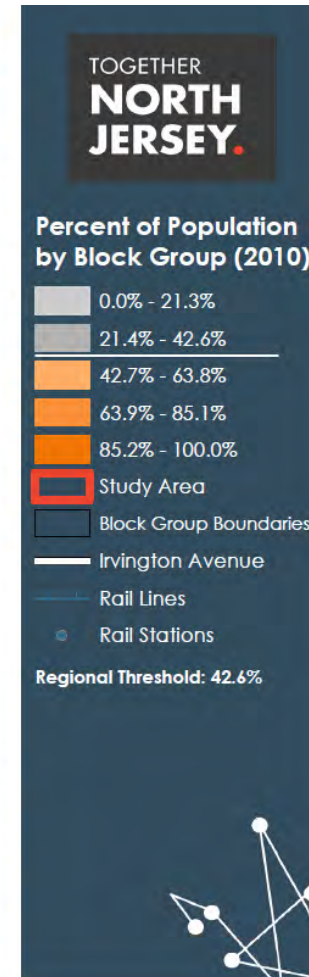
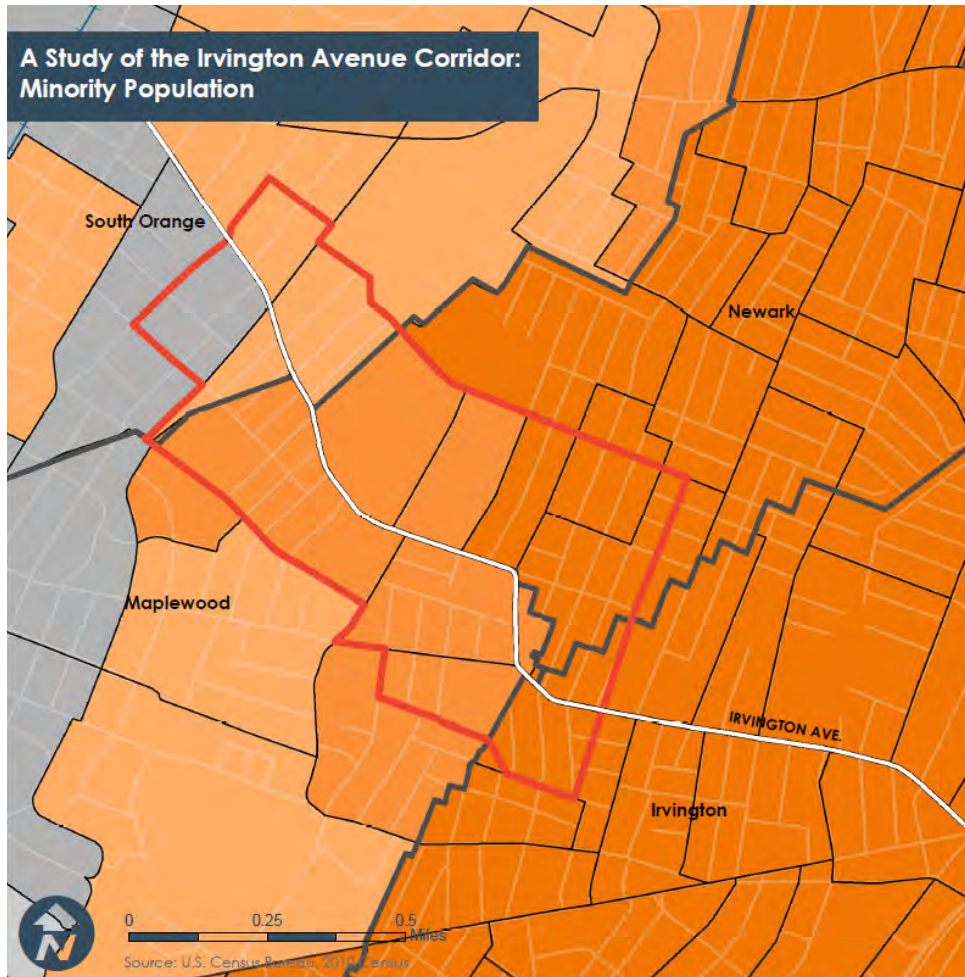
the rest of the municipality. The Corridor has much higher levels of poverty (10.8% to 2.8%) and larger minority populations (81.3% to 41.3%) compared to the municipality as a whole.

The Corridor also differs from the Together North Jersey (TNJ) region among populations that are potentially more vulnerable: there are far greater levels of carless households (19.4% to 12.5%), significantly more female heads of households with children (10.5% to 6.4%), and slightly higher levels of limited English proficiency (17.2% compared to 13.7%) compared to the TNJ region. These factors are compounded by the fact that there are far fewer subsidized housing options for residents in the Corridor compared to the region: per 1,000 population,

- 4 to 13 Overall HUD units
- 0 to 5 Public housing units
- 4 to 6 Multifamily units
- 0 to 2 Low-income tax credit units

Overall, there is a significantly higher level of poverty and a much larger minority population (specifically Black) than the surrounding areas in Maplewood. The need for a more robust transportation system and affordable housing is clear, with high levels of carless households and less availability of low-income housing.

Minority population in the municipalities of South Orange, Irvington, Newark and Maplewood, by Block Group



Recommendations

As a way to ensure that the recommendations set forth in this Strategy are implemented, the Team has created a Planning and Implementation Agenda (PIA). It sets forth a set of priorities for the municipalities of South Orange, Maplewood, Newark and Irvington and other parties to pursue as extensions of this Local Demonstration Project. They are grouped into four main categories:

- Create a Complete Streets Plan for Irvington Avenue
- Increase Management Capacity of "Maplewood Corners"
- Improve "Maplewood Corners" physical environment
- Increase draw of customers to "Maplewood Corners"

An unabridged version of the Planning and Implementation Agenda is attached to this document in 11" by 17" format.

	Short Term 3-6 Months	Medium Term 6-18 Months	Long Term 18-36 Months
Priority 1 Create a Complete Streets Plan for Irvington Avenue			
• Create an "Irvington Avenue Corridor Working Group"	●		
• Conduct a Multi-Modal Feasibility Study based on the proposed Bike Network Plan	●		
• Relocate Bus stop at Rosehill Plaza from Union Ave to Hudson Ave	●		
• Formally delineate existing on-street parking and bus stops	●		
• Implement streetscape improvements along Irvington Avenue		●	
• Upgrade pedestrian accommodations and bus stops along the corridor		●	
• Implement a Bike Route along length of Irvington Avenue		●	
• Construct bulbouts at the intersection of Irvington, Clinton, and Parker Avenues		●	
• Implement a bike share program along the entire corridor		●	
• Work with Rose Hill Plaza to create better pedestrian connections to their retail plaza	●		
• Work with Walgreens to create better pedestrian connections to their store	●		
• Adjust parking rules to accommodate the needs of the local businesses	●		
Priority 2 Increase Management Capacity of "Maplewood Corners"			
• Create a Merchants Association among local businesses in the Maplewood section of Irvington Avenue from Hillcrest Road to Franklin Terrace.	●		
• Potential to establish a Maplewood Corners BID/SID (managed by a volunteer committee, the existing SID, and/or overseen by the City to minimize or eliminate staffing costs)			●
Priority 3 Improve "Maplewood Corners" physical environment			
• Improve Irvington Avenue's ability to handle other modes, like bikes and pedestrians		●	
• Change zoning to accommodate three floors of residential over retail		●	
• Explore feasibility of redevelopment sites		●	
• Create a new seating areas		●	
• Implement a Pocket Park at the end of Hillcrest Road		●	
• Rebrand the Maplewood section of Irvington Avenue from Hillcrest Road to Franklin Terrace		●	
• Create a Façade Improvement Program		●	
• Create a better-managed streetscape		●	
• Implement a Shared Parking Plan		●	
Priority 4 Increase draw of customers to "Maplewood Corners"			
• Broaden retail offerings by targeting retail categories identified in the merchandise plan (Food Services (sit-down and casual/café); Services)		●	
• Improve corner of Clinton to Irvington Avenue		●	

Graphic depiction of the priorities established in this study. An unabridged version of the Planning and Implementation Agenda can be found in the appendices

ANALYSIS: Where are we now? Where are we headed?

IRVINGTON AVENUE CORRIDOR

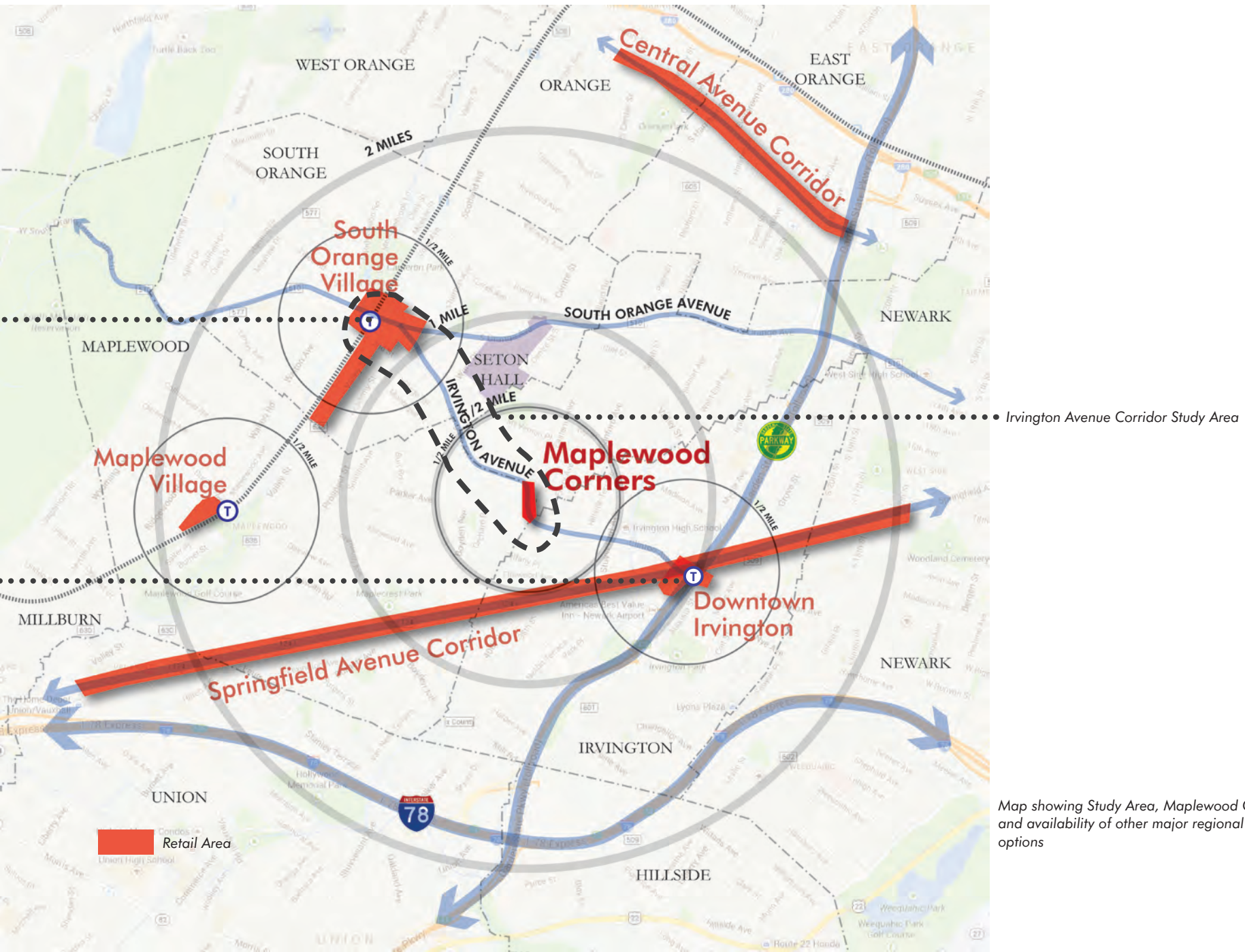
CONTEXT

The Irvington Avenue Corridor Study Area runs approximately 1.5 miles from the South Orange Train Station to the border of where the Townships of Irvington and Maplewood meet at Florence Avenue. The South Orange Train Station is located along NJ TRANSIT's Morris and Essex line, and is about 30 minutes to New York Penn Station using the Midtown Direct service. The eastern end of the Study Area is less than one mile from the Irvington Bus Terminal, a regional hub that serves ten lines of NJ TRANSIT buses and over 12,000 passengers daily.



View of the Corridor in South Orange (above), the South Orange Train Station (above right), and the Irvington Bus Terminal (right)





Map showing Study Area, Maplewood Corners and availability of other major regional retail options

Though the road is part of Essex County's roadway infrastructure (County Route 510), a major challenge for the Irvington Avenue Corridor is that it runs through or adjacent to four different municipalities, and thus four different jurisdictions: South Orange, Maplewood, Newark and Irvington. Even within that context, the Irvington Avenue Corridor is not homogenous along its length; there are four discrete sections, each with its own character and vision for the future.

DOWNTOWN SOUTH ORANGE

The area around the South Orange Train Station has, in recent years, undergone a transformation. A reinvented downtown with expanded retail space and a new performing arts center, South Orange Performing Arts Center (SOPAC), have sprouted around the Train Station, creating a pedestrian-oriented sidewalk environment. The surrounding neighborhood gradually becomes more residential in character with single-family homes and lawns further east along Irvington Avenue.

SETON VILLAGE

Formerly known as Uptown, this neighborhood of South Orange has close proximity to Seton Hall University, the entrance to which is less than 1,000 feet from Irvington Avenue. The character in Seton Village is one of street-oriented retail, catering to Seton Hall students and other pedestrians along Irvington Avenue.

IVY HILL

This section of Irvington Avenue serves as the border between Maplewood Township and the City of Newark. It features a shopping center that is largely automobile-oriented (Rose Hill Plaza) on the Newark side, and mostly single-family houses on the Maplewood side.

"MAPLEWOOD CORNERS"

The portion of Irvington Avenue between Putnam Street and Clinton Avenue is located mostly within Maplewood, though it has close proximity to both Newark and Irvington. It is characterized by a pedestrian-oriented sidewalk environment, though it feels distinctly different from the rest of Maplewood. To give this area a distinct identity within the Township of Maplewood, the Plan recommends naming this portion of the Corridor "Maplewood Corners."

The Corridor is composed of four discrete districts, each with different physical characteristics (opposite page)

CORRIDOR MOBILITY

Irvington Avenue is a two-lane (one lane per direction) minor County arterial road that serves approximately 11,000 to 15,000 vehicles per day. The study Corridor is 1.5 miles in length and boasts a range of retail and commercial-residential mixed-uses. It provides an important link between South Orange Train Station and the Garden State Parkway and connects a number of Essex County municipalities including Maplewood, Newark, and South Orange. It is anchored on the west by the South Orange Train Station and to the east by the Irvington Bus Terminal. The following three (3) elements summarize the existing mobility conditions of Irvington Avenue:

1. PHYSICAL ENVIRONMENT

In general, Irvington Avenue is in poor physical condition and motorists experience potholes, degraded curbs, and poorly delineated pavement markings. It is possible that current conditions may reflect the after-effects of the unusually harsh winter of 2013-2014 rather than a lack of maintenance. In addition to poor roadway conditions, inadequate pedestrian accommodations are common across the broader Corridor. While sidewalks are continuous, pedestrians encounter cracked, uneven surfaces,

crosswalks meeting curbs, and few mid-block crossing treatments across Irvington Avenue.

The “Seton Village” section of the Township of South Orange Village has taken a number of steps that have been effective at controlling vehicle speeds and enhancing the pedestrian experience by providing high visibility crosswalks. Similar treatments along the broader Corridor would help enforce safe driving practice and improve the safety conditions for all users. Physical improvements to Irvington Avenue will help reduce wear and tear on vehicles and ADA compliant sidewalks will create a more accessible and walkable environment.



Cracked sidewalks are frequent along Irvington Avenue

2. SAFETY CONDITIONS

The Project Team solicited feedback on safety conditions from the Maplewood Police Department on April 16, 2014. The Department indicated the number of accidents that occur along Irvington Avenue is not unusually high; however, travel speeds combined with poor sight distance is a greater challenge – particularly in Ivy Hill. As a result, accidents that do occur along the Corridor tend to be more severe given the commercial-residential mixed use environment. Crash data was not reviewed for the purposes of this assessment; however, the Police department observations along with anecdotal evidence



Midblock crossings are common due to inadequate pedestrian accommodations



and field observations demonstrate that travel speeds are higher than the posted speed limit throughout the day. Improvements along Irvington Avenue should include speed control measures and consider sight distance challenges, when appropriate.

3. OTHER MULTI-MODAL OBSERVATIONS

Irvington Avenue boasts a range of retail and commercial-residential mixed-uses; therefore, pedestrian activity is abundant throughout the Corridor. Mid-block crossings were commonly observed, particularly in Maplewood Corners. As previously identified, crosswalks and ADA compliant pedestrian features along the broader Corridor would help improve visibility and the overall pedestrian experience.

Bicycling is an increasing national and statewide trend; however, no formal bicycle accommodations exist along the Corridor and few bicyclists were observed. This is also likely due to the high travel speeds. Both on-street and off-street bicycle facilities are needed, as well as bicycle parking at all major destinations along the Corridor.



Crosswalk meeting a non-ADA compliant curb (above) and bicyclist riding on the sidewalk due to a lack of bike lanes (below)

PARKING

Parking is in ample supply and is generally underutilized along the broader Corridor. There may be a variety of reasons for this including an economy which may be slightly underperforming and zoning requirements that require an excessive number of spaces. Nonetheless, wayfinding signage and improvements to the pedestrian experience could help to achieve better overall utilization of spaces.

Delineated on-street parking in Maplewood Corners has been effective at creating a structured visual environment and sense of place that contributes to controlling vehicle speeds. It also enhances the pedestrian experience by providing a buffer between travel lanes and the sidewalk. Similar treatments along the broader Corridor would help enforce safe driving practice, reduce travel speeds, and improve the safety conditions for all users.

Parking is underutilized within the Corridor, as these pictures of the Ivy Hill section of Irvington Avenue (top), a parking lot at the intersection of Putnam and Irvington Avenues (right), and the parking lot for Rose Hill Plaza (far right) illustrate.

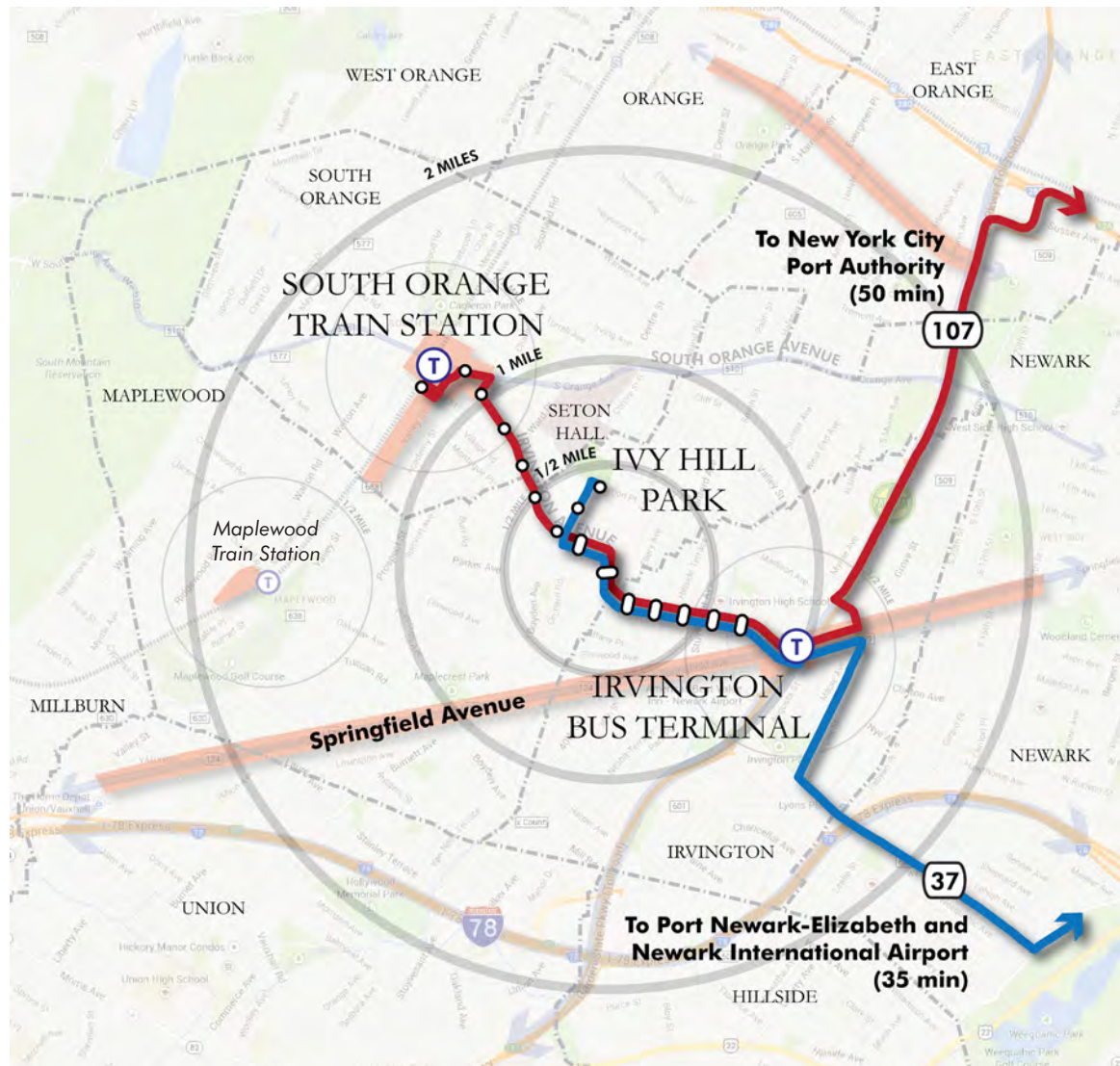


TRANSIT

Irvington Avenue is served by New Jersey Transit's local and express bus routes 37 and 107, respectively, each with approximately 10 to 20 minute headways. Route 37 is an interregional route serving Irvington Avenue Bus Terminal, Newark, and Newark Liberty International Airport (EWR). Route 107 is an interstate commuter route serving South Orange Station, Irvington Avenue Bus Terminal, EWR, and New York City.

There are ten bus stops located along Irvington Avenue Corridor within the Study Area. Each municipality is responsible for the maintenance and upkeep of the bus stops and/or shelters in their respective communities. Most of the bus stops along the Corridor do not have shelters or seating, pursuant to municipal requests. This study found people who use the bus stops would welcome shelters and seating if they were provided and maintained. The addition of shelters and street furniture could help to create a sense of place and activity along the Corridor that it does not currently enjoy. Furthermore, high visibility crosswalks should be a priority at transit stops.

Locations of major transit stops within the Irvington Avenue Corridor and major destinations



MAPLEWOOD CORNERS

(IRVINGTON/CLINTON AVENUE FROM PUTNAM AVENUE TO FLORENCE AVENUE IN MAPLEWOOD)

DISTRICT CATEGORIZATION

The shopping center industry categorizes shopping centers, including traditional commercial districts like Seton Village or Downtown South Orange - by focusing on a few defining characteristics, including the anchors or destination drivers within the center, the total square footage of retail offerings and the total number of business. This categorization distinguishes Maplewood Corners from a traditional “shopping plaza” like the Ivy Hill Plaza along Irvington Avenue.

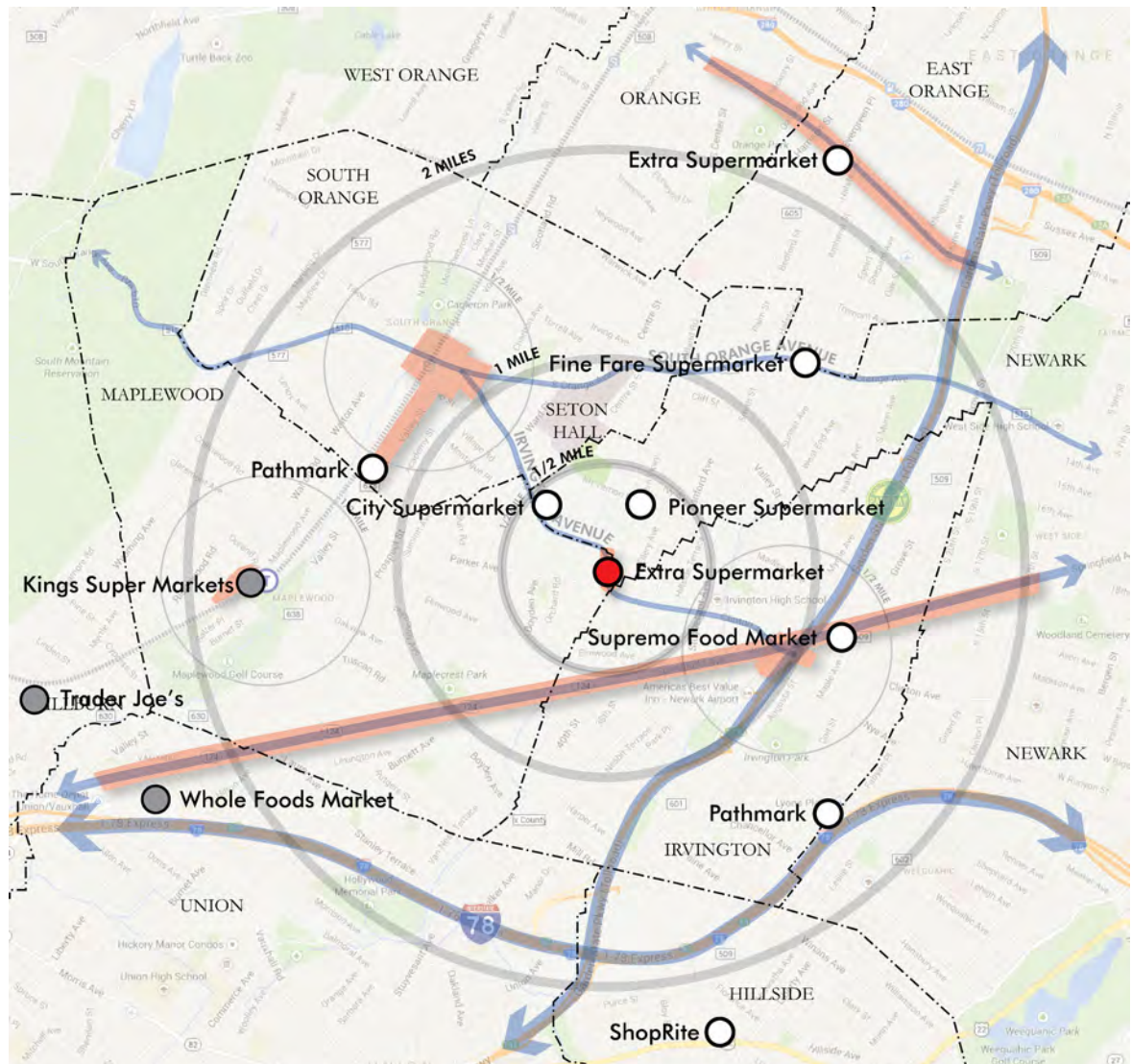
By this system, Maplewood Corners is categorized as a “Neighborhood” or “Convenience Center.” Along Irvington Avenue, the anchors include the Extra Supermarket, 7-Eleven and Town & Country Pharmacy. The limited offerings, of approximately 67,000 SF, also fall squarely within the “Neighborhood Center” classification, which in turn suggests a fairly small market area from which to draw potential customers.

The trade area of a supermarket-anchored commercial district can be further refined by taking into account the location of nearby convenience and grocery store shopping opportunities. In this case, the customer has a number of proximate full-service options within a two-mile radius that appeal to a similar patron.

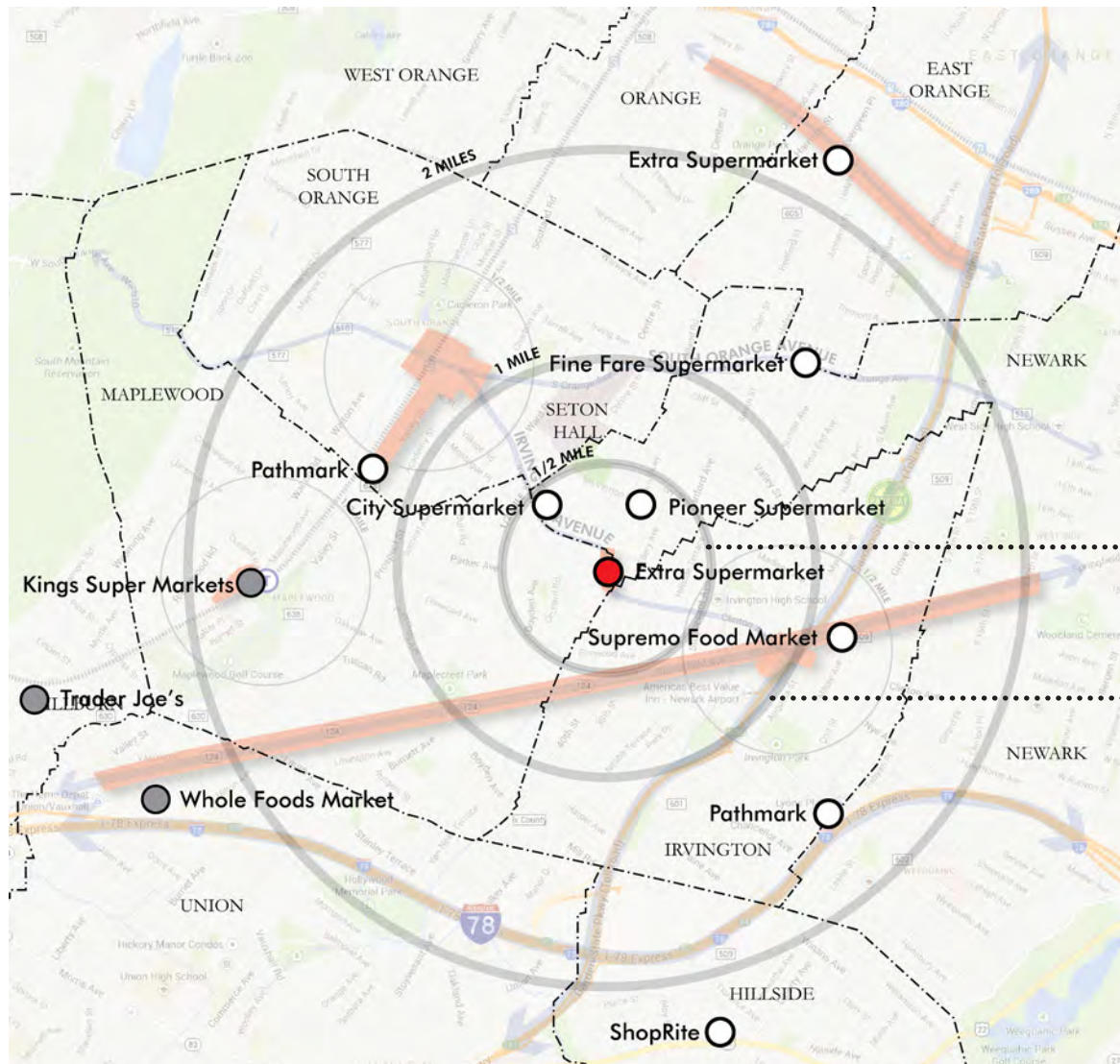
	US SHOPPING-CENTER CLASSIFICATION: NEIGHBORHOOD/ CONVENIENCE CENTER	MAPLEWOOD CORNERS
ANCHORS	SUPERMARKET, CONVENIENCE STORE, DRUGSTORE	EXTRA SUPERMARKET, 7-ELEVEN, TOWN AND COUNTRY PHARMACY
CONCEPT	CONVENIENCE-ORIENTED	CONVENIENCE-ORIENTED
AVERAGE SIZE (SQ FT)	30,000-125,000 SF	67,000 SF
# OF ANCHORS	<1 (ANCHORLESS) TO 1+	1+
TYPICAL # OF TENANTS	5-20	26
TRADE AREA SIZE	<1 TO 3 MILES (SUBURBAN)	<1

Comparing Maplewood Corners with the retail metrics of a “Neighborhood/Convenience Center”

Unless a grocery store offers a much different selection of products, customers are likely to choose the closest grocery store option to their home. As a result, the trade area for Maplewood Corners further contracts to take into account equidistant grocery store options for local customers within one-mile of their homes.



The Extra Supermarket in Maplewood Corners (left) and locations of other supermarkets in the region (right)



THE TRADE AREA BOUNDARIES

The trade area analysis for Irvington Avenue, focused on the demographics and incomes of residents residing within .5 miles (Primary Trade Area) to 1 mile (Secondary Trade Area) from the District. As the map illustrates, the majority of the Trade Area falls outside of the boundaries of Maplewood Township and includes sections of both Newark and Irvington.

**PRIMARY TRADE AREA:
0.5 MILES (10 MINUTE WALK)**

**SECONDARY TRADE AREA:
1 MILE**

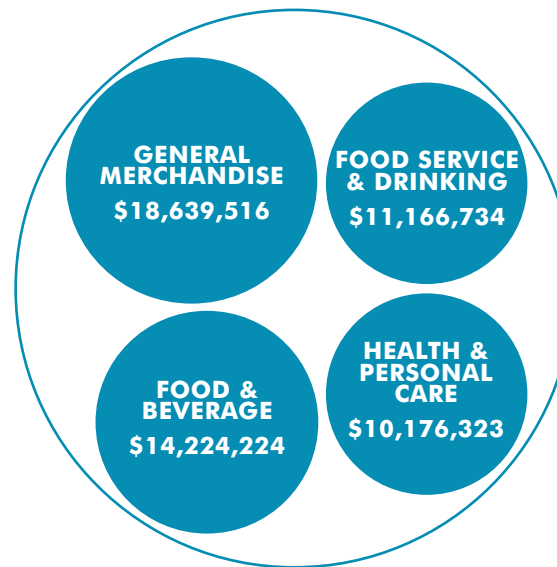
True Trade Areas are dependent on retail options within a given radius

TRADE OPPORTUNITY

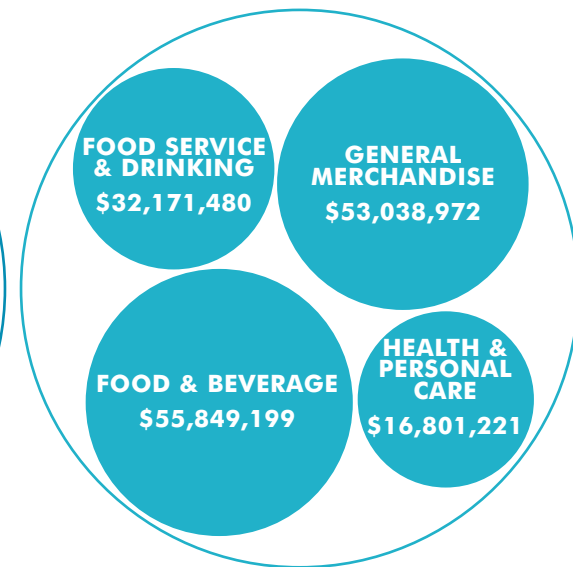
There are a few gaps in the retail mix (also known as “retail leakage”) from within the Primary and Second Trade Areas. Within the Primary Trade Area of 0.5 miles, retail leakage suggests some, though limited, opportunity for small format General Merchandise, Food & Beverage (grocery/convenience stores), Food Service & Drinking Places (restaurants, both limited and full-service) and Health & Personal Care (drug stores and pharmacies).

Within the Secondary Trade Area of 1-mile, the opportunities are more robust, although the competition is as well. A successful business that seeks to meet the retail needs of residents from the larger Secondary Trade Area will also need to effectively balance two types of customers – wealthier residents from the Western portion of the Trade Area, as well as those residents who primarily hail from the North, East and South portions of the area and are looking for more affordable options retail offerings.

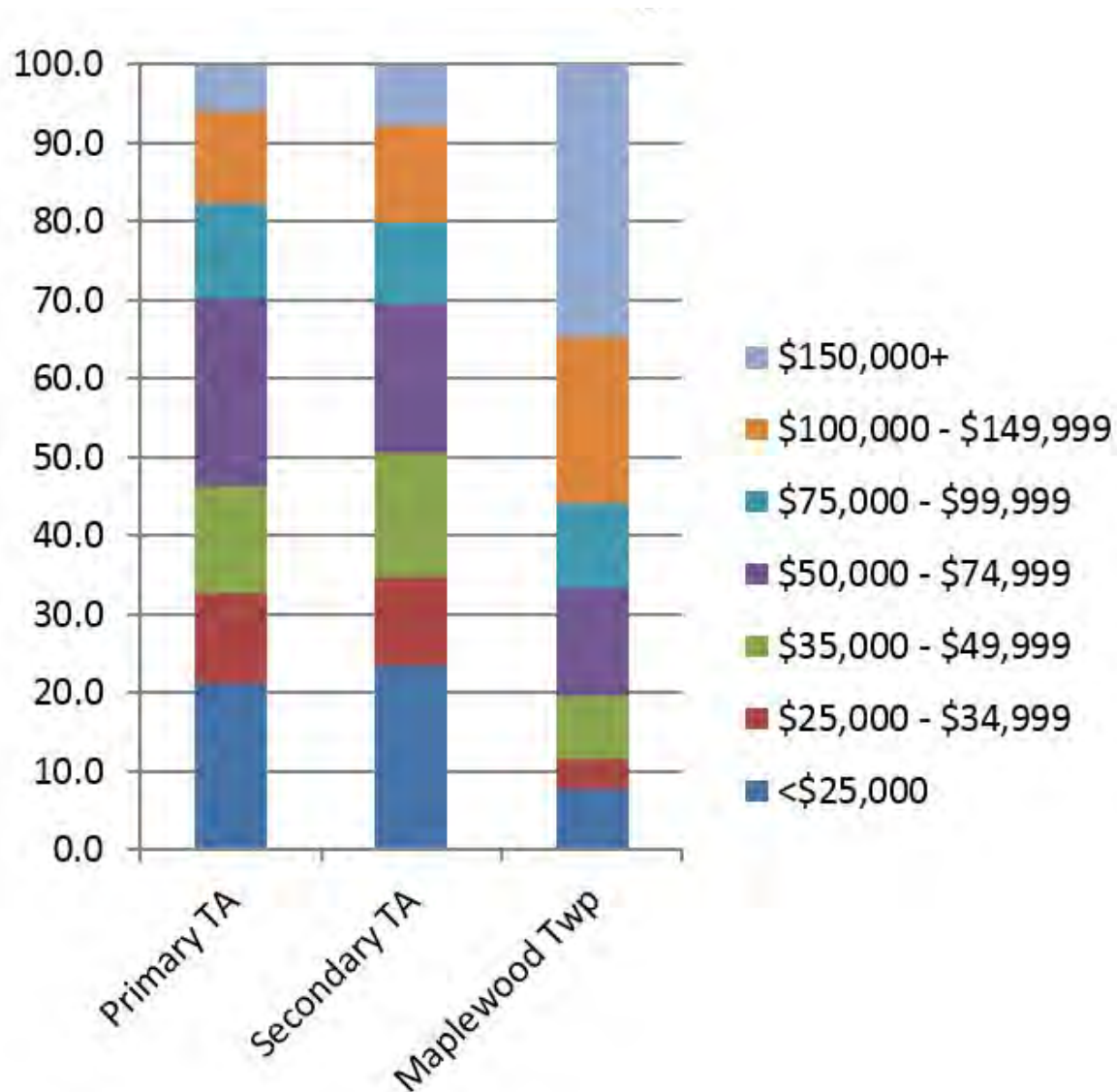
PRIMARY TRADE AREA: TOTAL RETAIL GAP: \$130,517,868



SECONDARY TRADE AREA: TOTAL RETAIL GAP: \$361,307,552



Retail gaps (i.e. money that could be captured) in the Primary and Secondary trade areas



Households by income in different geographic areas

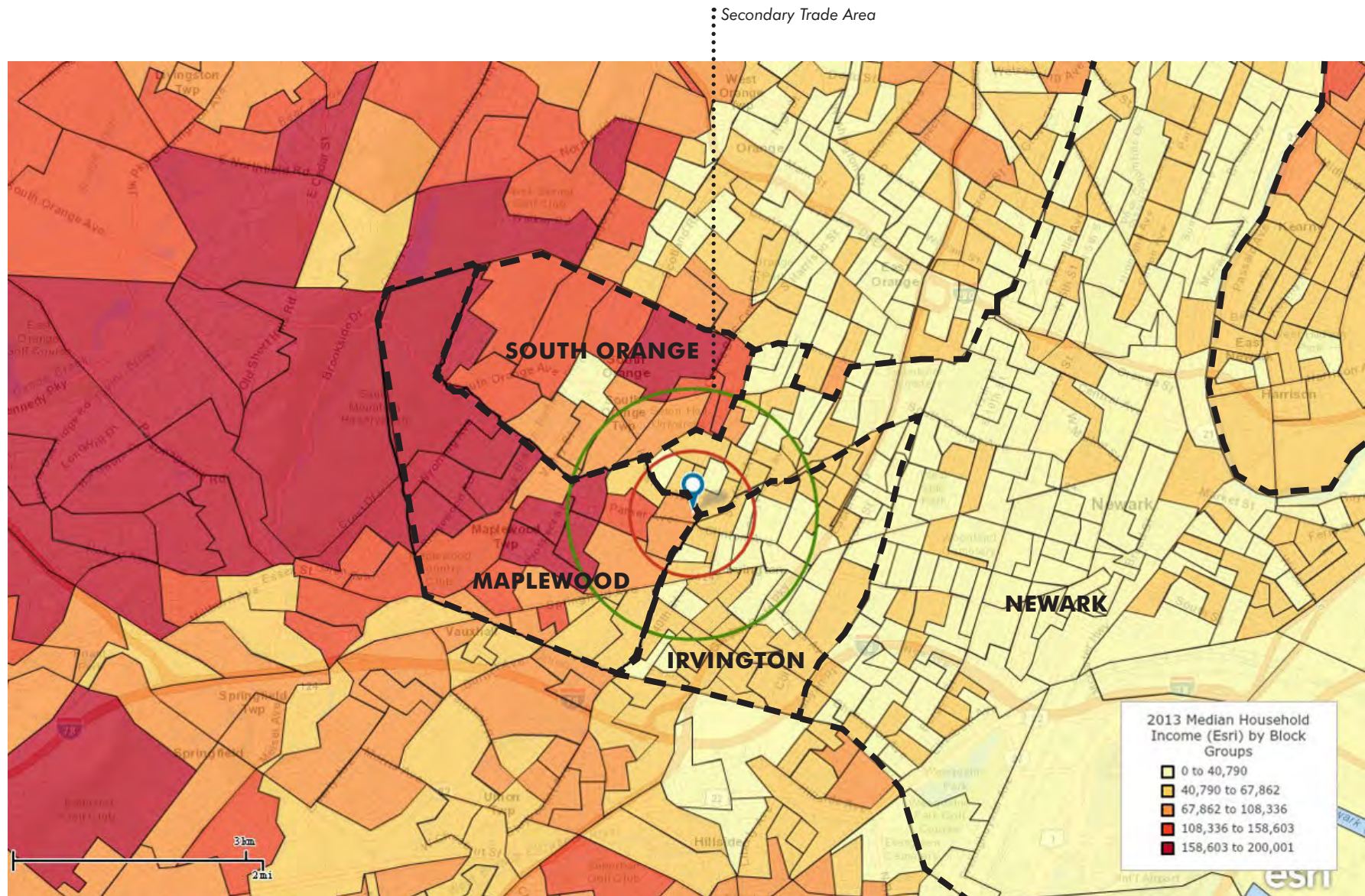
TRADE AREA FINDINGS

The Median Household Income for the Primary Trade Area is 110% below that of Maplewood Township. That figure falls even further, to 123%, when the larger Secondary Trade Area is considered. While there are more customers in the Secondary Trade Area, the market dynamics are weaker as the Trade Area pulls from the larger, more diverse populations of both Newark and Irvington.

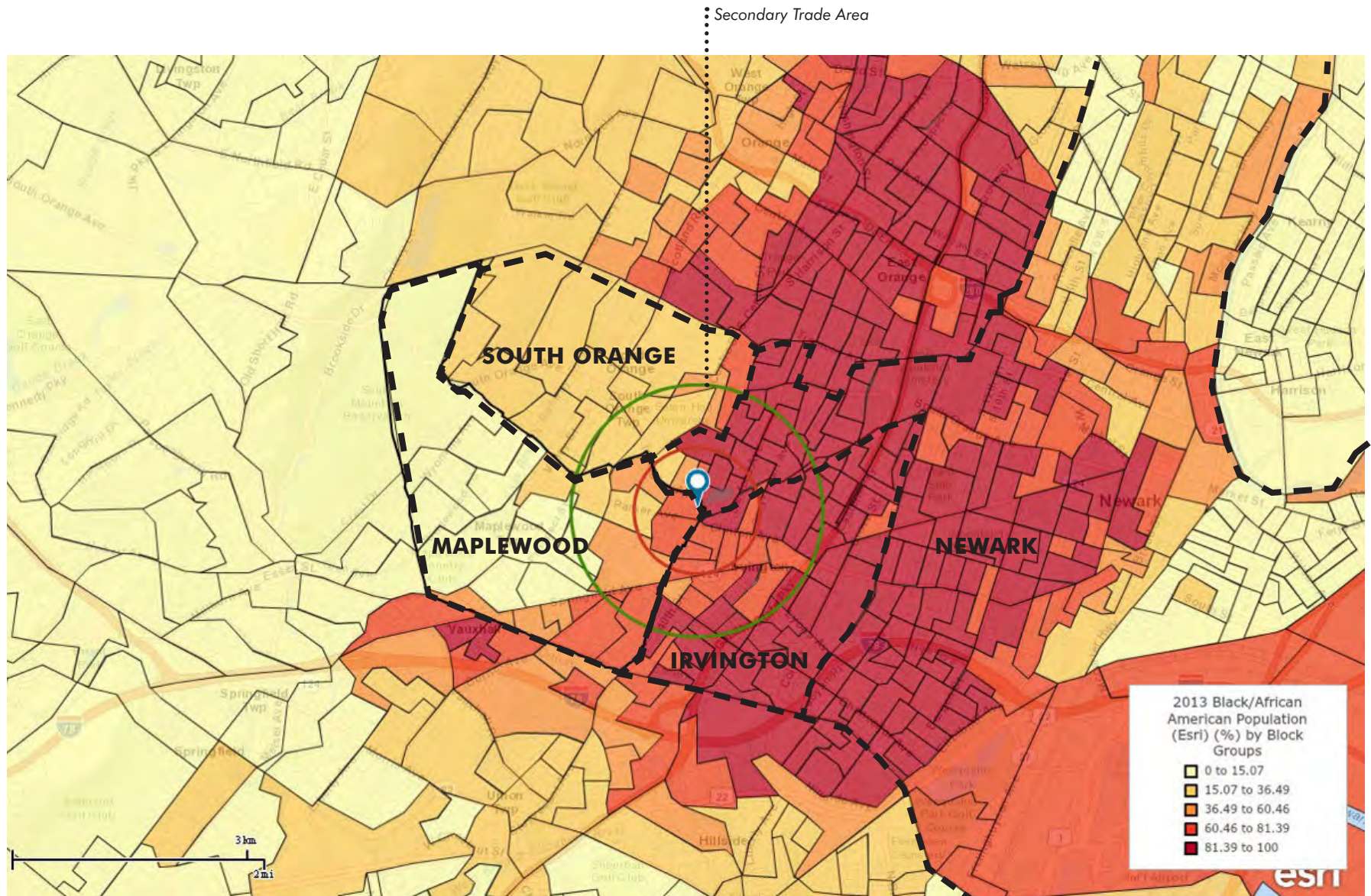
HOUSEHOLD INCOME

A closer look at the income distribution shows significant income diversity across both Primary and Secondary Trade Areas as well as in Maplewood.

The Primary and Secondary Trade Areas also significantly differ from Maplewood with respect to housing occupancy, age and household size as follows. The Primary Trade area has many more renter occupied units, a slightly younger resident and smaller household size.



The Irvington Avenue Corridor exists at the edge of a significant demographic and racial intersection. Generally, areas east of the study area are predominantly African-American (next page) and lower income, while areas west of the study area have fewer minorities and are more affluent.



Racial makeup of the region

TRAFFIC VOLUME

The traffic volume along Irvington Avenue range from 11,000 to 15,000 average daily vehicles. This traffic volume is relatively low for most chain retailers (see table), although some food and drinking places, as well as some general merchandise retailers will look for traffic volume in the vicinity of 11,000 to 20,000 daily vehicles. Examples of these retailers are smaller general merchandise store formats that sell staples, knickknacks and some consumable items at aggressive price points.

CRIME & SAFETY

Crime and safety concerns sometimes play a role in a district's market share, depressing customer visitation, especially when other perceived "safer" options are available. While local business owners did not express concerns for personal safety, they did express concerns that the Corridor's reputation was hurting their sales, in particularly the general disrepair of the public realm and streetscape elements which they felt led to the perception of the area being unsafe. It should be noted that the area, while located within Maplewood, is flanked by both Newark and Irvington, both communities with a greater perception of crime concerns.

ADMINISTRATIVE CAPACITY

While some merchants expressed an interest in getting involved in strengthening the shopping district, most merchants own and operate their stores, leaving limited ability to participate in volunteer-led efforts. Business owners do seem to know one another but do not have a formal organization nor do they meet regularly.

RECOMMENDED TRAFFIC VOLUMES

GENERAL MERCHANDISE	11,000-20,000
HEALTH AND PERSONAL CARE	40,000
FOOD AND DRINKING PLACES	20,000
CLOTHING AND ACCESSORIES	16,000-59,000

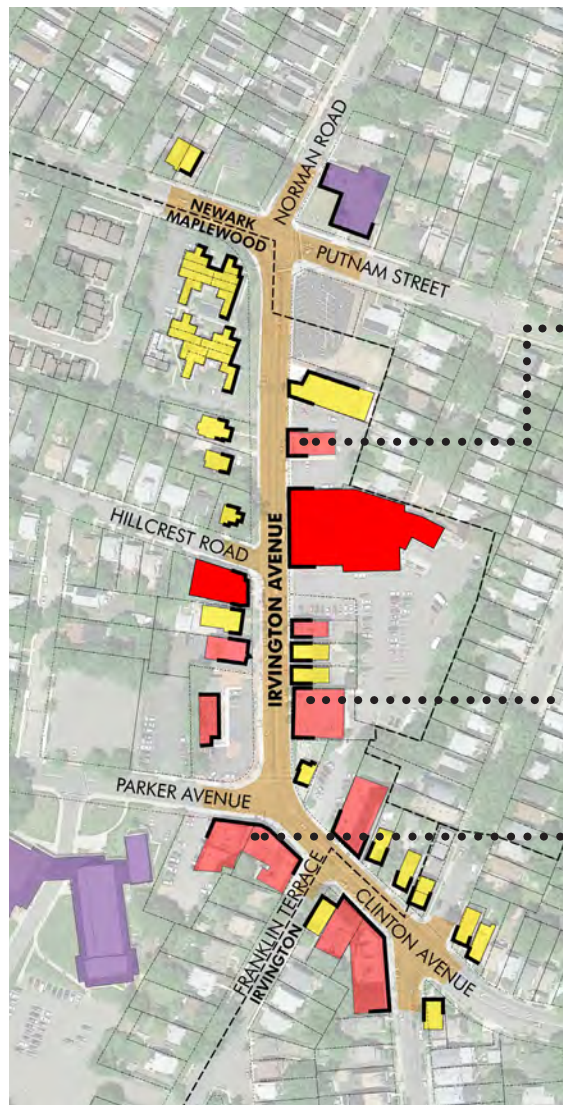
Recommended traffic volumes for various types of retail

PRIMARY TRADE AREA

MAPLEWOOD TWP.

OWNER-OCCUPIED	2,149	6,272
RENTER-OCCUPIED	4,728	1,942
MEDIAN AGE	35	40
HOUSEHOLD SIZE	2.75	2.9

Demographics of trade areas



Plan of available retail in Maplewood Corners



Credit Union



Town and Country Pharmacy



Intersection of Clinton, Parker, and Irvington Avenues

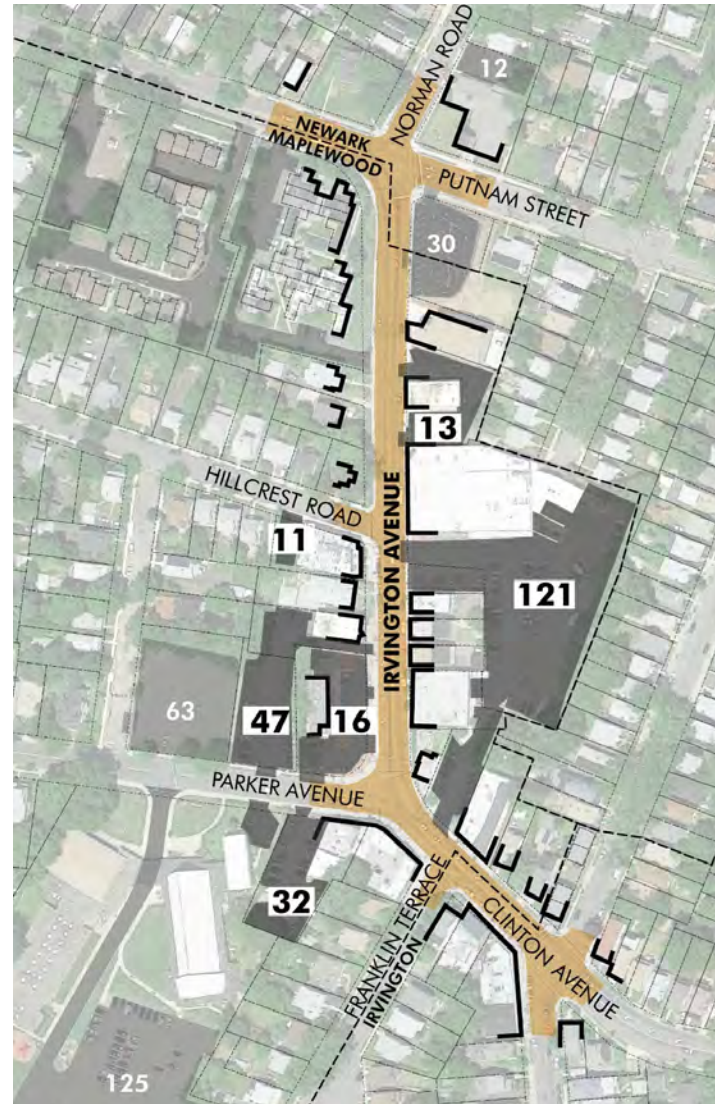
BUSINESS MIX

The business mix confirms the prevalent convenience-oriented nature of the offerings. Prevalent business categories include:

- 33% personal services (salon, barber, nails, laundry)
- 28% convenience goods (grocers, pharmacies, convenience stores)
- 26% non-retail businesses (daycare, financial institutions, doctor's office, gym).
- 11% limited-service restaurants

The offerings are marked by an international flavor, reflecting the diverse cultures represented along Irvington Ave Corridor and the immigrant residents who reside in the Primary and Secondary Trade Areas. A number of businesses referred to Irvington Avenue as an "International District". Foreign-born immigrants in the area primarily come from the Caribbean (Haiti, Jamaica), followed by Western Africa (Ghana, Nigeria), Central America (Honduras, Costa Rica), and South America (Guyana, Ecuador) and Eastern Europe (Ukraine, Poland).

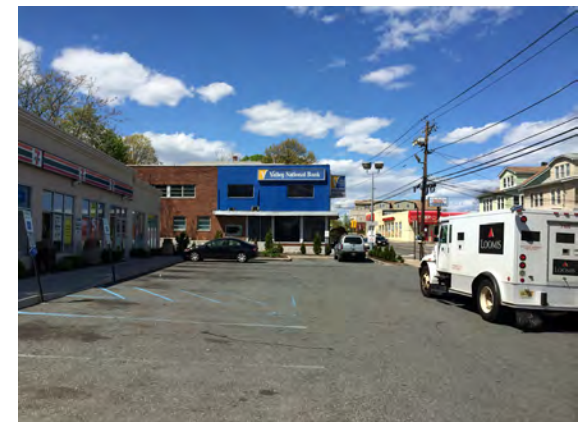
Retail parking 
Other parking 



Available parking spaces in Mapletwood Corners (right) and a photo of the 7-Eleven parking lot (far right)

PARKING

Mapletwood Corners has 240 parking spaces dedicated to retail uses. In addition, there are approximately 50 on-street, of which only about 50% is utilized on a given weekday. Mapletwood Corners currently supports approximately 67,000 SF of retail, meaning there are 4.3 parking spaces per 1,000 SF of retail. A generous allotment for a given shopping center would be about three spaces per 1,000 SF, meaning there are more spaces than necessary to support the available retail. There is no public parking lot in Mapletwood Corners, but rather an informal shared parking lot owned by Extra Supermarket and Town & Country Pharmacy in which customers from other businesses can park for short amounts of time.



OUTREACH METHODOLOGY

Stakeholders were identified using the following resources:

- Municipal contacts
- Steering Committee member references
- Study area research
- Outreach to network/colleagues (i.e. local CDC's, schools, neighboring municipalities, etc.)
- Flyer distribution to residents and local businesses
- Informal field interviews
- Social media (i.e. Facebook and Twitter)

In order to obtain necessary data from community members that either reside or frequent the immediate study area, four engagement sessions were held and a questionnaire was developed. On May 6th, a focus group meeting and an Open House was conducted and on May 14th and May 16th team members administered surveys at destination centers located within the Study Area.

Team members met with civic leaders and residents at the focus group held at Maplewood Town Hall. The purpose of the focus group meeting was to:

- Obtain feedback about pedestrian accessibility and mobility, circulation, economic and physical issues of the core study areas
- Discuss viable solutions to address existing impediments; and
- Identify neighborhood stewards to assist with implementation of short and long-term revitalization initiatives within the core study area

The Open House, which was held for residents and stakeholders, was conducted at the DeHart Community Center in Maplewood. In an effort to get input and feedback from the participants about the area, several interactive exercises were administered, including a Community Image Survey (CIS), a Dot exercise (i.e. Live, Work, and Shop), Accessibility exercise, and an exercise to identify preferences for physical (i.e. land use, streetscape, etc.) and retail improvements. A full explanation of these activities can be found in the Community Engagement Report in the appendices.



Outreach event at the DeHart Community Center in Maplewood

OUTREACH OUTCOMES

The following are the most important issues and opportunities identified during the Focus Group meeting and Open House:

- The amount and variety of stores were sufficient, but beautification measures along the core area should be considered;
- Physical improvements can change the perception of crime and safety issues existing along the Corridor (i.e. street furniture, landscaping, pocket park/ green space, etc.);
- Design and furniture consideration should be oriented to the needs and preferences of the existing population of the core area (i.e. business owners, tenants, employees, pedestrians, and patrons);
- The infrastructure is in need of repair (sidewalks, streets, etc.); additionally, ongoing confusion exists about which agency/department to contact to address this issue (i.e. City Hall vs. Essex county) since Irvington Avenue is a county road;
- Increased police presence is required to mitigate safety concerns at bus stops and at the Irvington/Maplewood gateways;
- Better signage should direct patrons to appropriate parking locations; and
- Interest in participating in Corridor

revitalization efforts (i.e. landscaping maintenance and sustained involvement in security and beautification initiatives).

As previously stated, team members administered questionnaires on May 14th and May 16th to obtain feedback about travel mode, safety concerns, shopping & design preferences and area demographics. Information from participants was collected at specific locations within the study area; specifically the Unified Vailsburg Services Organization, in Newark, and Extra Supermarket, in Maplewood. These locations were selected because they are considered

popular destination centers in the community frequented by a cross-section of residents and patrons.

During the engagement sessions, several participants highlighted the need for increased safety along the Corridor. Responses to the questionnaire mirrored these concerns. More specifically, when pedestrians were asked to gauge levels of safety in the community during the day time hours, only 34% of respondents said they felt unsafe walking around the neighborhood. 53% of participants said they felt unsafe commuting on foot during the evening hours.



Two of the needs identified by respondents during outreach efforts include beautification (left) and the need for additional park space (right)

OTHER PLANS



This Plan makes recommendations for the entire Study Area, although it is important to note that it is not intended to replace any individual plans that are already in place along the Corridor. Each segment of the Corridor already has distinct visions for how to improve and/or develop, and this Plan is meant to augment these efforts.

SOUTH ORANGE DOWNTOWN VISION PLAN

In 2009, South Orange created a plan for its Downtown called the South Orange Downtown Vision Plan, which included plans for sites located along Irvington Avenue. For the purposes of this study, the Plan envisioned a mix of businesses and residential uses, gradually becoming more residential as one moves east from the Train Station. The “Downtown Core” of South Orange extends east to Prospect Street along Irvington Avenue, and is planned to be the densest mix of uses located in the Township. Train Station access is paramount in this section of the Corridor, and care should be taken to ensure that pedestrians and bicyclists, as well as automobiles, have easy access.

District Plan of Downtown South Orange, from the South Orange Downtown Vision Plan



View of the Seton Village section of the Irvington Avenue Corridor

SETON VILLAGE

The area of South Orange previously known as “Uptown” is currently being rebranded as “Seton Village,” due to its proximity to Seton Hall University. In 2010, the Seton Village Neighborhood Association formed and its mission is to improve the neighborhood residents’ quality of life. South Orange also has plans to redevelop several sites in this section of the Corridor, providing faculty and student housing as well as additional retail and services. In addition, plans for this area include lower parking minimums, improved signage between municipalities, bike furniture, and other streetscape improvements. A Bike Share program, currently in the planning phase, would more easily connect Seton Hall and the Train Station, as well as other municipalities along the Corridor.

IVY HILL

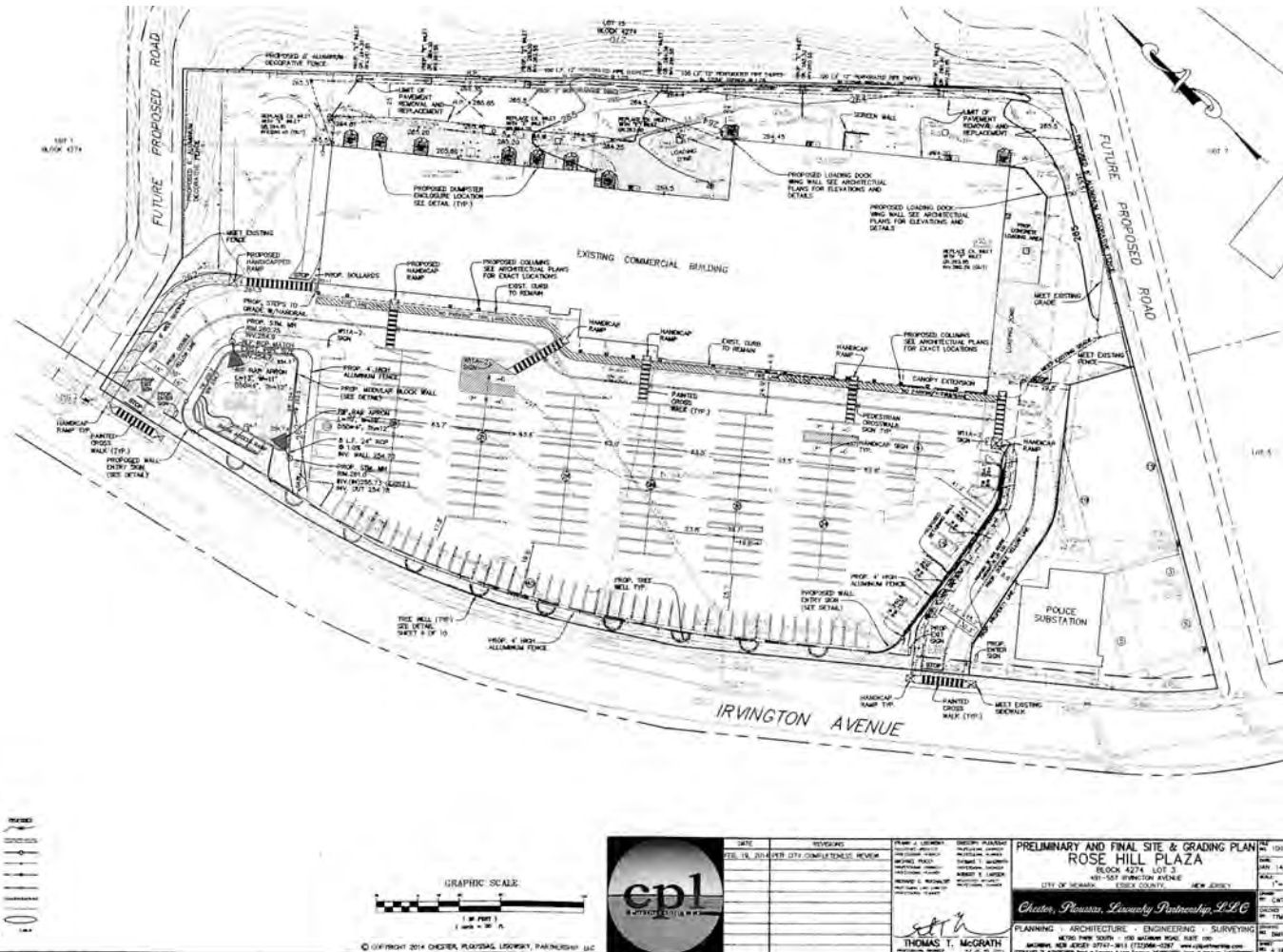
Ivy Hill, which is the section of Irvington Avenue bordered by both Maplewood and Newark, has a number of disparate sites that will benefit from the organizational structure

of the Irvington Avenue Corridor Working Group. Ivy Hill Plaza is currently rebranding itself as Rose Hill Plaza, and is planning a few improvements that will give the shopping

center a new address along the Corridor. These include:

- Additional street trees along Irvington Avenue;
- Removal of the existing pylon signage;
- New signage attached to a low masonry wall at the station entrances;
- New fencing around the existing detention basin; and
- New lighting in the parking lot that will replace the existing flood lights.

The 2012 Newark Masterplan Update and pending new City zoning ordinance requires a percentage of buildings on a site to front the street edge, but this will not affect the Rosehill Plaza plans. The Unified Vailsburg Services Organization, a central institution for the neighborhood, would like to prohibit parking in front of their building to prevent entrance and exit conflicts. The Walgreens site, on the corner of Manor Drive, could be the site for additional retail and/or residential uses in the future. Currently, there is a proposal to make the nearby bus stop more accessible to Walgreens customers.



Proposed plan for Rose Hill Plaza, by CPL Partnership, LLC, showing improvements such as new trees along Irvington Avenue and new entrance signs

VISION: Where do we want to go?

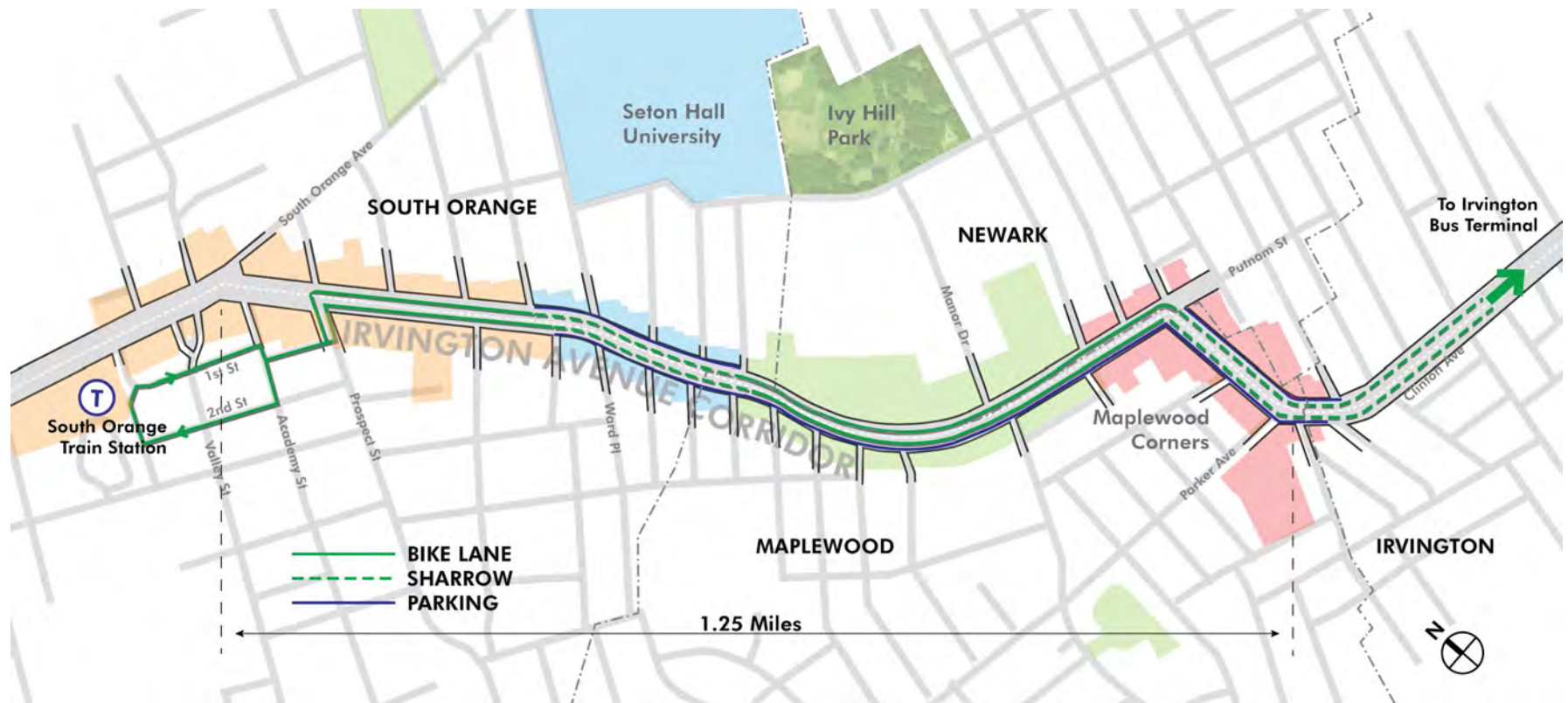


STREETSCAPE RECOMMENDATIONS

Irvington Avenue provides access to major regional routes such as the Garden State Parkway, and Routes 124 and County Road 510. Yet, it also has connections to varied modes of transit including the South Orange and Irvington Avenue transit stations. By

better integrating diverse transportation assets and strengthening connectivity among them, the transportation landscape may be reshaped to accommodate compact, walkable and bicycle friendly mixed use designs in village or neighborhood nodes;

thereby reducing the need to travel by car. This allows investment in the transportation network to focus on transit infrastructure, and encourages pedestrian and bicycle forms of travel.



Complete streets plan for the Irvington Avenue Corridor

EXPANDING THE TOD RADIUS: CORRIDOR BIKE ROUTE



Examples of successful bike networks that expand transit options in Philadelphia (top), Montreal (middle) and Jersey City (bottom)

The traditional radius for successful transit-oriented development is based on how far one is willing to walk to get to a train station or other mode of commuting. Typically, this distance is about a half-mile, or about a ten-minute walk. However, a ten-minute bike ride will take a commuter over three

times as far, expanding the potential radius for transit-oriented development to over 1.5 miles. Using this metric, then, a quality bike network along Irvington Avenue would make Maplewood Corners a potential candidate for transit-oriented development.

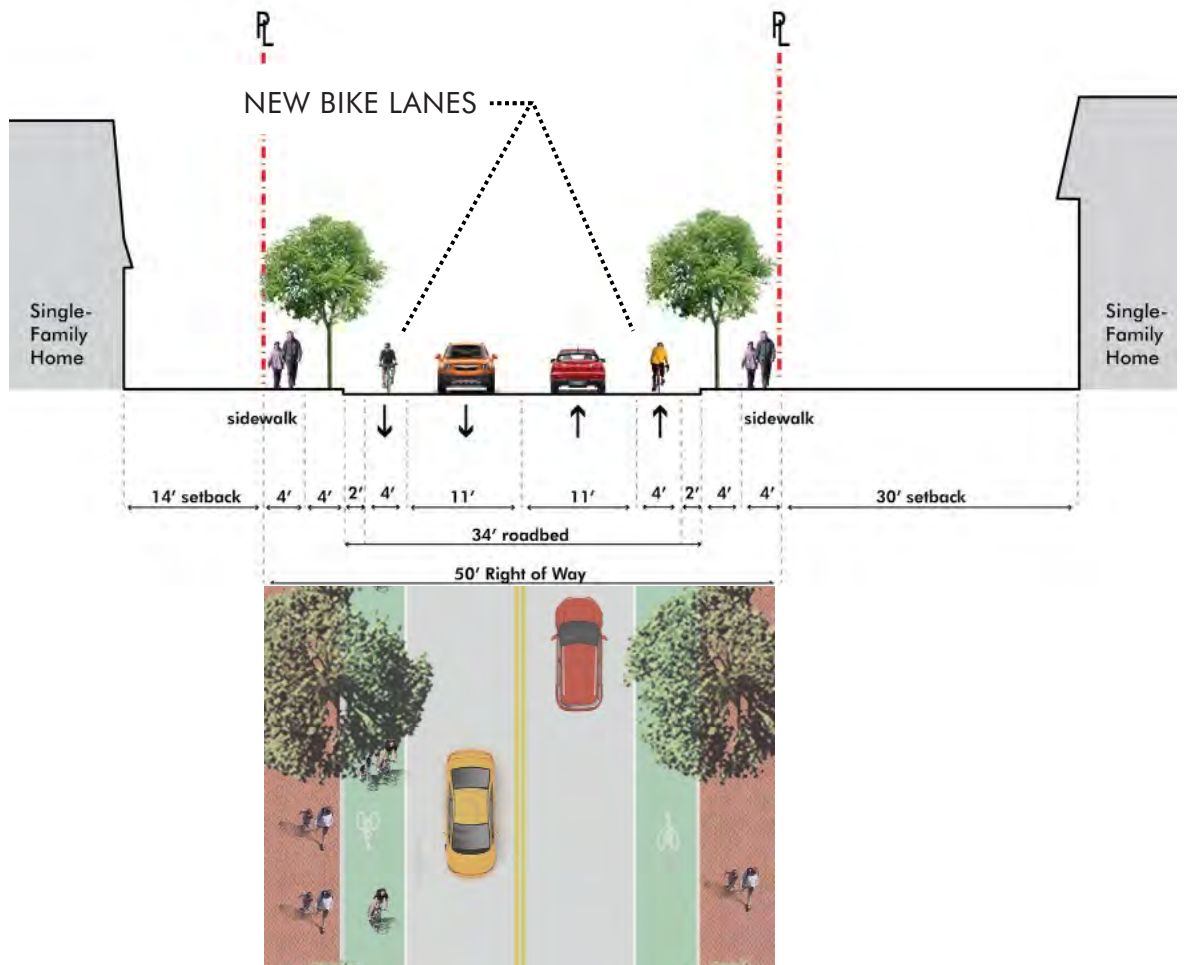


Diagram showing the expanded reach of TOD radii when bike networks are considered

DOWNTOWN SOUTH ORANGE

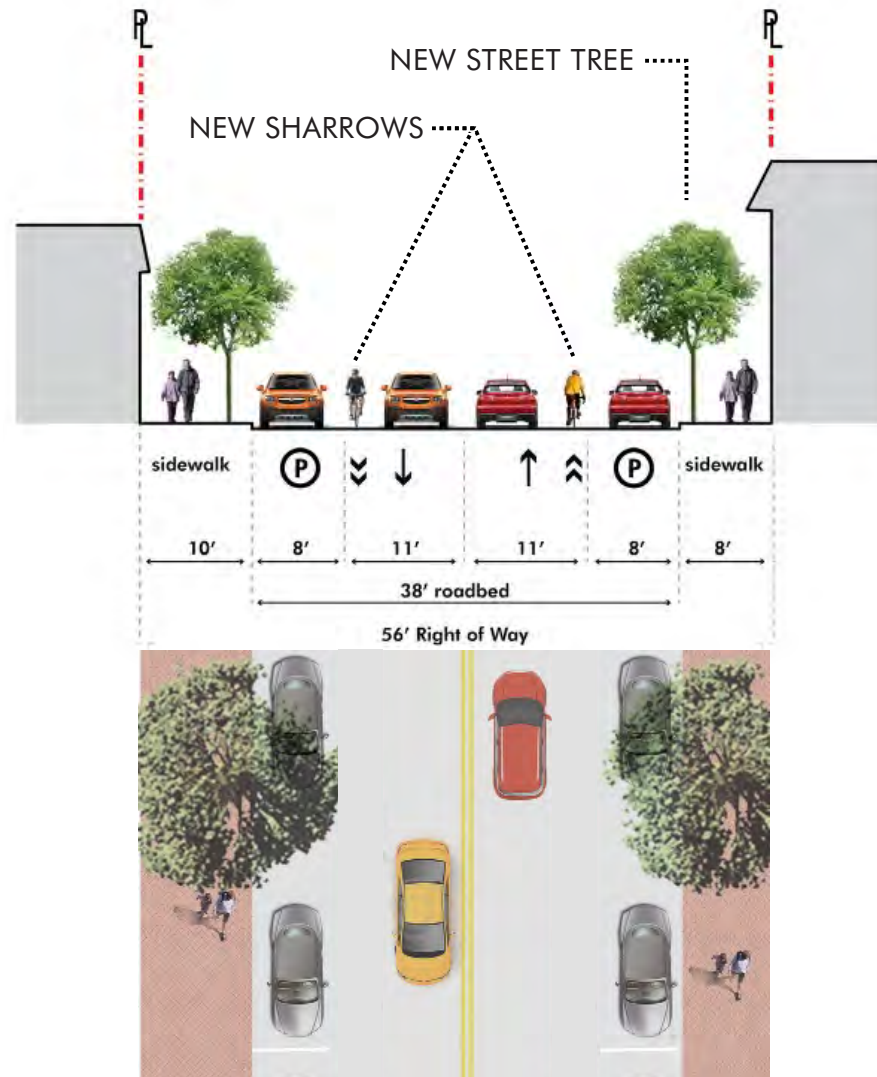
The plan calls for re-purposing on-street parking along each side of Irvington Avenue to accommodate dedicated bike lanes (one in each direction). The bike lanes would begin at Prospect Street, and extend east to Seton Hall. Bicyclists could access downtown South Orange via Milligan Place – which intersects with Prospect Street 250 south of Irvington Avenue. Bicyclists traveling northbound would use the existing pedestrian signals at Irvington Avenue/Prospect Street to safely transition. This plan will effectively narrow the travel lanes to slow traffic, maintain a wide buffer between pedestrians and automobile traffic, and encourage multi-modal forms of travel.

Existing streetscape in Downtown South Orange (below), and proposed street section and plan (right)



SETON VILLAGE

The plan calls for implementing sharrows along each side of Irvington Avenue. A sharrow is a shared bike lane pavement marking and is used to remind motorists that bicyclists may be present. Sharrows will enhance steps already taken by Seton Village that have been effective at controlling vehicle speeds and enhancing the pedestrian and bicycling experience. The sharrows will transition to dedicated bike lanes at South Orange to the west and Ivy Hill Park to the east (see recommendations for Ivy Hill).



Existing streetscape in Seton Village (below), and proposed street section and plan (right)

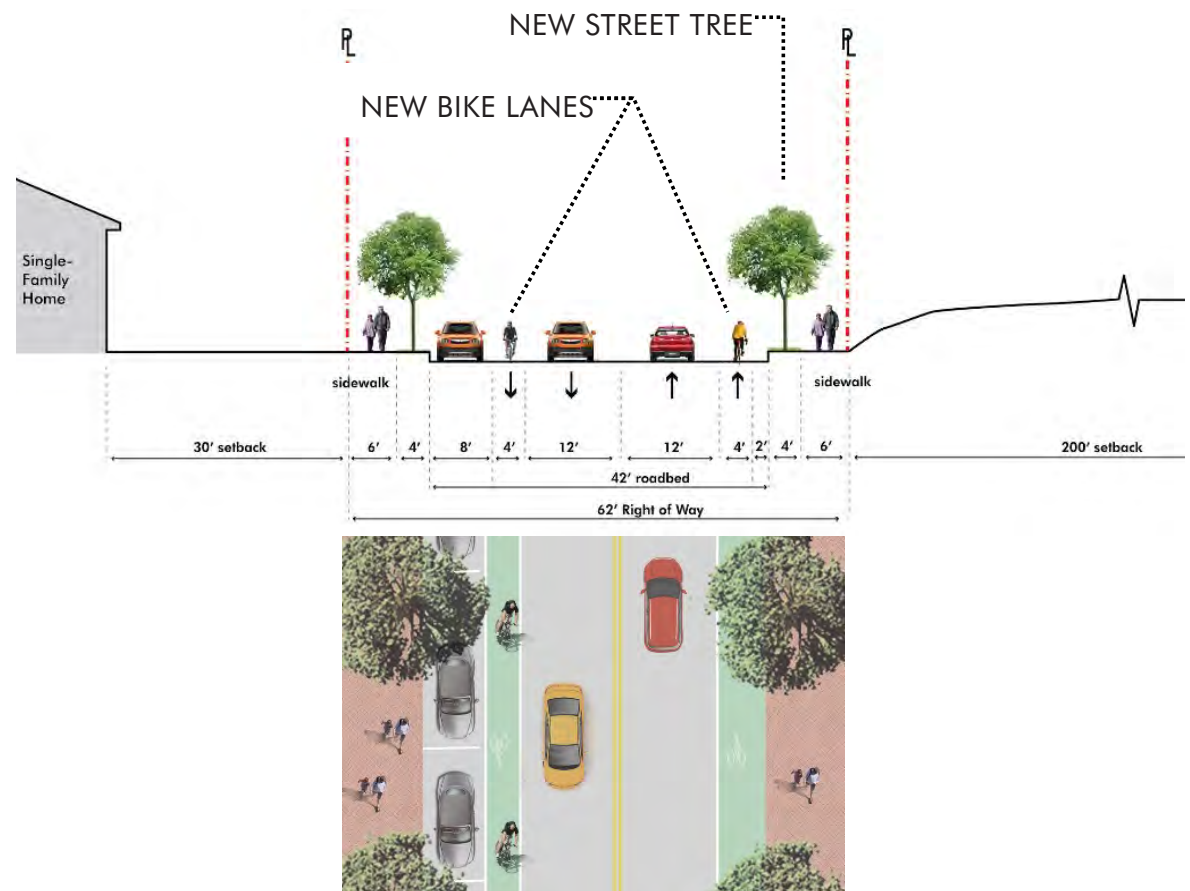


IVY HILL

The plan calls for re-purposing on-street parking along the north side of Irvington Avenue to accommodate dedicated bike lanes (one in each direction). On-street parking along the south side of Irvington Avenue will be maintained to support the residential frontage. The bike lanes would begin at Seton Village, and extend east to Putnam Street in Maplewood Corners. This plan will narrow the travel lanes to slow traffic, maintain a wider buffer between pedestrians and automobile traffic, and encourage multi-modal forms of travel.

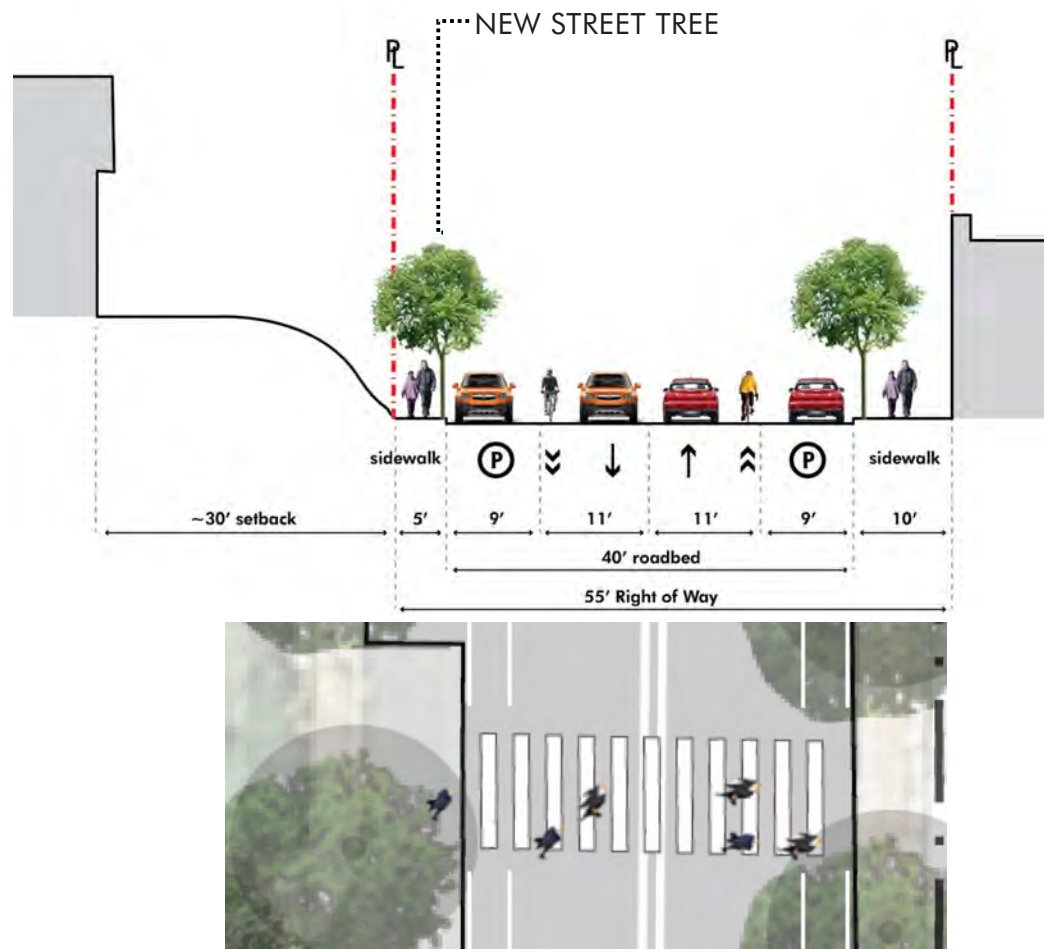


Existing conditions at the Walgreens in Ivy Hill (above). Access could be improved with the implementation of the proposed street section and plan (right) and crosswalks



MAPLEWOOD CORNERS

The existing right-of-way in this portion of Irvington Avenue is too narrow to implement dedicated bike lanes. As such, the Plan calls for implementing sharrows along each side of Irvington Avenue. Sharrows will support steps that have been effective at controlling vehicle speeds and enhance the pedestrian and bicycling experience. The sharrows will transition to dedicated bike lanes at Putnam Street (signalized intersection) and end at Parker Avenue.



Existing streetscape in Maplewood Corners (below), and proposed street section and plan (right)

KEY PLACES IN MAPLEWOOD CORNERS

MAPLEWOOD CORNERS VISION PLAN

The vision for Maplewood Corners is to make the area a place where people want to be. This includes:

- An Improved Arrival. Visitors arriving from the east will be greeted with a transformed intersection of Parker, Clinton and Irvington Avenues (the “Clinton Crossroads” intersection), including right-sized travel lanes, improved facades, and a central clock and seating area;
- Places for people and new development opportunities. Pocket parks & seating areas. In order to make the area more inviting to visitors and residents alike, the Plan envisions new informal seating areas in front of the Saint Andrew Kim Church, at the Clinton Crossroads intersection, and at Hillcrest Place; and
- Midblock crossing at Hillcrest Place. In order to make the pedestrian environment safer and better organized, a midblock crossing is envisioned for the Hillcrest Road intersection.

Illustrative Plan of Maplewood Corners (right), zoom in on the Clinton Corners intersection (opposite page top), existing (opposite page middle) and proposed (opposite page bottom) intersection of Clinton, Parker and Irvington Avenues- “Clinton Crossroads”





CLINTON CROSSROADS

The three-pronged intersection of Irvington Avenue, Parker Avenue, and Clinton Avenue represents a major entrance to Maplewood Township for those arriving from Springfield Avenue or the Garden State Parkway to the east. Currently, the arrival is underwhelming: one is met with a confusing intersection, a broken “Welcome to Maplewood” sign, and a 7-11 convenience store. Physically, the intersection is poorly defined, with oversized lanes, setback uses on two corners, and wide, dangerous pedestrian crossings. The Plan recommends making changes using the following principles:

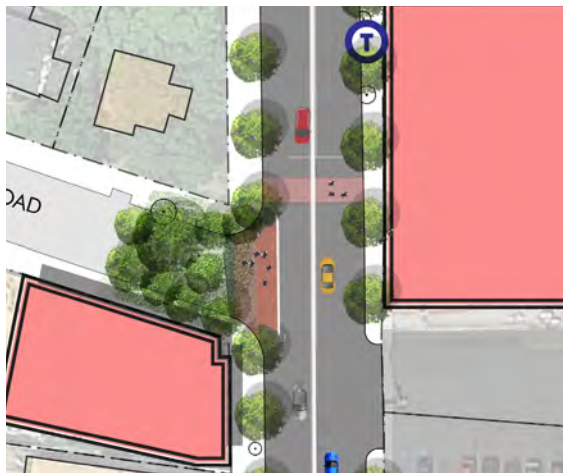
- Geometric enhancements at the corners to streamline traffic lanes, make the intersection easier for pedestrians to traverse, and accommodate existing utility locations.

- Identify the northeast corner (currently occupied by a single-family home yet zoned for retail) as a redevelopment site in which a new building could anchor the corner while providing much-needed quality retail space and residential units to the area.
- A new point of arrival on the northwest corner in front of the 7-11. Utilizing the new right-of-way space gained by a geometric enhancement (a smaller radius curb cut), an expanded area for seating, welcome sign or clock tower, and parking lot separation could be created.
- Streetscape improvements such as trees and flowers
- More attractive building facades and storefronts





Existing aerial (above) and proposed plan (below) of the corner of Hillcrest and Irvington Avenue, "Hillcrest Place"



HILLCREST PLACE

The only mid-block crossing along the Maplewood Corners section of Irvington Avenue occurs at Hillcrest Road. However, in order to prevent cars from cutting through the Hillcrest neighborhood, a fence was installed, creating a dead-end on the west side and an underutilized space on the east side. The Plan recommends turning this into a place for local residents using the following principles:

- Create a public "pocket park" open space with shade and space for plants and integrated seating
- Create a buffer between the residential Hillcrest neighborhood and Irvington Avenue

- Create additional frontage along the pocket park for Diamond Gym in order to activate and bring a watchful eye to the space and increase retail opportunities
- Utilize a curb extension to extend the public green space into the underused street right-of-way
- Formalize the midblock crossing so that patrons of the Extra Supermarket and others have a safe place to cross
- Create a multi-modal place that accommodates pedestrians, bicyclists (with bike racks), and transit riders (integrate nearby bus stop)





Existing (opposite page) and proposed (above) corner of Hillcrest and Irvington Avenue, "Hillcrest Place," which would take advantage of previously underutilized space next to Diamond Gym to create a public park, managed by Diamond Gym

PEDESTRIAN ENVIRONMENT AND SAFETY

Enhanced access and convenience for those who arrive by car, bike and foot will be critical to ensuring that retailers in this district successfully increase customer visitation from the Trade Area. A street that lends itself to many forms of transportation alternatives is good for business. Street repairs and improved maintenance will also have the added benefit of improving the perception of safety which some suggest has reduced customer visitation to Maplewood Corners, particularly from among Maplewood residents.

IMPROVEMENTS TO THE PHYSICAL ENVIRONMENT/PLACEMAKING

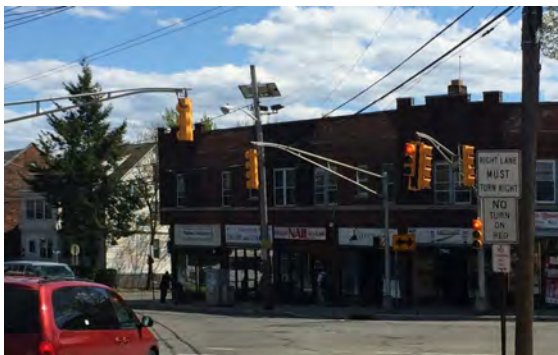
The poor maintenance and overall physical conditions of the public realm offer opportunities to improve the visibility and brand of Maplewood Corners, as well as to reduce the perception of crime that some suggest is affecting customer visitation.

Improvements outlined in this report include:

- Façade and storefront improvements
- Prepare design guidelines that can be enforced through a zoning overlay
- Brand the Maplewood Corners section

of the Irvington Avenue Corridor through a variety of methods, including signage and banners, so people know that it is part of Maplewood Township.

- Develop a visual identity for the district and for businesses that tie into the visual identity of the rest of Maplewood (without looking too “high end” and alienating Maplewood Corner’s core customer base).
- Improve store signage (ideally banner signs that protrude from buildings) to enhance visibility by passing cars and pedestrians.



Existing (above) and proposed (right) facades in Maplewood Corners



Westchester Square, an example of a BID as a means of creating a more managed environment

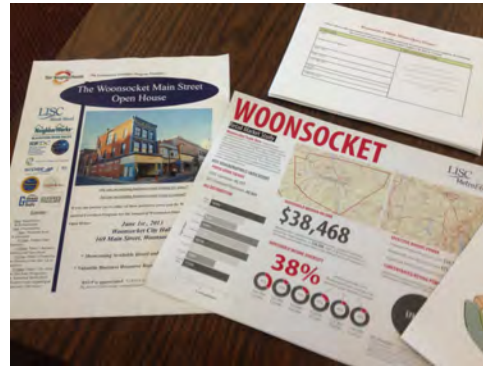
MANAGED ENVIRONMENT

Improvements to the physical environment can be difficult to advance absent advocacy from the local business community. Unfortunately, many local business owners along Irvington Avenue lack the capacity to engage in organizing activities on their own behalf. Many are running their businesses and serving as sole staff – often watching their children simultaneously. Maintaining improvements to special streetscape elements, such as banners or branded trash cans, will require an entity such as a Merchants Association or Special Improvement District (SID). Forming an SID, or at the very least organizing merchants so that they can advocate for themselves, is an important part of a long term effort to provide enhanced maintenance along the Corridor.

MAINTENANCE OF SPECIAL STREETScape ELEMENTS



RETAIL/ATTRACTION



ENHANCED STREET CLEANING



Examples of how a SID can improve the streetscape

LEVERAGE ANCHORS

In order to increase the draw of customers from the surrounding area, it will be important to build on the anchors currently in place along the Corridor. Diamond Gym serves approximately 200 customers per day, and is recognized nationally as a premium bodybuilding destination. Both the

Extra Supermarket and Town and Country Pharmacy provide necessary goods to the local community, and are important to the staying power of Maplewood Corners. The Garden Academy (29 employees and 34

students) will soon vacate their space, but a similar use may take its place. These anchors can be used to attract other businesses and uses to the area.



Two examples of Maplewood Corners anchors are Extra Supermarket (above) and Diamond Gym (right)



Plan of potential redevelopment opportunities in Maplewood Corners

PHYSICAL IMPROVEMENTS

Maplewood Corners is already used by pedestrians that need to access the available retail and commercial establishments, and is equipped with a somewhat consistent street wall, active retail uses, and wide sidewalks in certain areas. The Plan recommends physical improvements to the street including geometric enhancements at the Clinton Crossroads intersections and Hillcrest Place. Bulb-outs will narrow the street to slow traffic, provide wider sidewalks to accommodate street furniture, and encourage outdoor seating and café-type uses. In addition, bulb-outs will improve the functionality of the sidewalk by providing adequate clearance for ADA compliance and reduce the crossing distance.

DEVELOPMENT OPPORTUNITIES

In order to thrive as a destination, Maplewood Corners will require more investment. Therefore, it is important to take stock of the local sites that can serve as redevelopment opportunities. The east side of the Clinton Crossroads intersection, together with the Town and Country Pharmacy, presents a great opportunity for development due to its size (0.47 acres) and position at the terminus of the Corridor. The site that houses the Credit Union at the north end of Maplewood Corners does not currently serve to adequately welcome visitors to the Corners: the building is surrounded by a parking lot, and seems incongruous with the rest of the pedestrian-oriented vision of the Corridor. Behind the 7-Eleven is a large, overflow parking lot that is currently used once per week as additional parking for the Saint Andrew Kim Church. The large site (0.88 acres) could provide much-needed residential density for the community, while the infrequent need for parking could be filled by on-street parking or shared parking with nearby businesses.



IMPLEMENTATION:
How do we get there?

IRVINGTON AVENUE CORRIDOR WORKING GROUP

One of the most important outcomes to this project is the establishment of the Irvington Avenue Corridor Working Group, which is comprised of the Township of South Orange Village, Maplewood Township, and the City of Newark. The group was formed to take advantage of the many issues that the bordering communities have in common, and to present a united front with Essex County and the state of New Jersey with regard to funding opportunities. The Working Group recently submitted an application to the Corridor-wide DOT TAP Grant in conjunction with the County, marking the first major act of this unified Group. Going forward, it will serve to advance the priorities established in this Plan.



Existing (left) and proposed Irvington Avenue streetscape (right) near the new Rose Hill Plaza

IMPROVE MAPLEWOOD CORNERS PHYSICAL ENVIRONMENT

In order to attract the type of investment needed to transform Maplewood Corners, the Plan recommends several implementation steps for the physical environment:

- Improve Irvington Avenue's ability to handle other transportation modes, such as bikes and pedestrians. This includes mid-block crossings, potential relocation of the bus stop, and the introduction of sharrows and sidewalk improvements.
 - Change zoning to accommodate three floors of residential over retail. For
- sites such as the east side of Clinton Crossroads and the parking lot behind the 7-11, this will be important for achieving a more desirable residential density.
 - Explore the feasibility of redevelopment sites. This includes resolving any ownership issues and gauging developer interest.
 - Create a Façade Improvement Program. Façade improvement will help establish Maplewood Corners as a cohesive place.
 - Implement a Shared Parking Plan. This will make current parking supply more

efficient while identifying unnecessary surface lots.

- Create new seating areas. Informal seating helps communicate the message to visitors that Maplewood Corners is a place to come and stay.
- Implement a pocket park at the end of Hillcrest Road. A small park would be a much-needed amenity for the surrounding community.
- Create a better-managed streetscape. Along with the façade program, this will help Maplewood Corners present a better public impression.



An example of a successful Façade Improvement Program in Philadelphia, PA



Before



After

INCREASE MANAGEMENT CAPACITY OF MAPLEWOOD CORNERS

A first step in the formation of a District Management Entity is the creation of a Merchants Association that will help to test the interest and engagement of property owners and businesses in coloration. In New Jersey, District Management Entities are defined as “Special Improvement Districts” or SID’s by New Jersey’s State enabling legislation. SIDs are formal entities, established by law, that are financed through an obligatory assessment on local property owners and business owners. The funds are used to provide specialized services that complement existing municipal services and are typically managed by professional part-time or full-time staff.

An Improvement District formation effort is most successful when driven directly by the interest of participating property and business owners. Suggesting an Improvement District too early in the process can backfire if a clear and compelling rationale for an obligatory assessment has not been made to key constituents. Improvement District assessments are often perceived as simply another form of taxation, and in business districts such as this one, where so many businesses currently survive on thin margins,

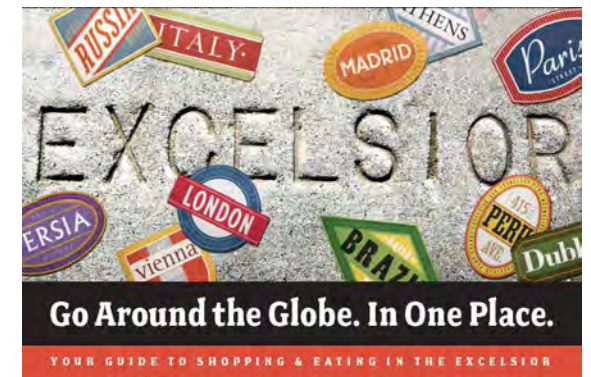
it is unlikely that many existing businesses owners would be receptive to these additional costs. Moreover, our merchant interviews found that many owners were satisfied with the general conditions of the district and their businesses, which does not suggest a strong base of support for additional specialized services at this time. Therefore, we recommend focusing early efforts on strengthening the district and the in particular the business mix in order to create a stronger constituency for an Improvement District in the future.

It should also be noted that the number of businesses and properties is quite small and doesn’t naturally lend itself to an

Improvement District formation effort at this time. Many Improvement District formation efforts, particularly along Corridors with smaller businesses and properties, set assessments below \$1,000 to remain reasonable to participating property (and, in particular, business) owners. Using a simple assumption of a \$1,000/year assessment for individual property owners and merchants, an Improvement District that straddles the Irvington and Maplewood boundary line might result in a projected combined assessment of \$26,000. This would result in an Improvement District with the lowest assessment in the State of New Jersey. Most Improvement Districts in the State have budgets in the range of \$500k*



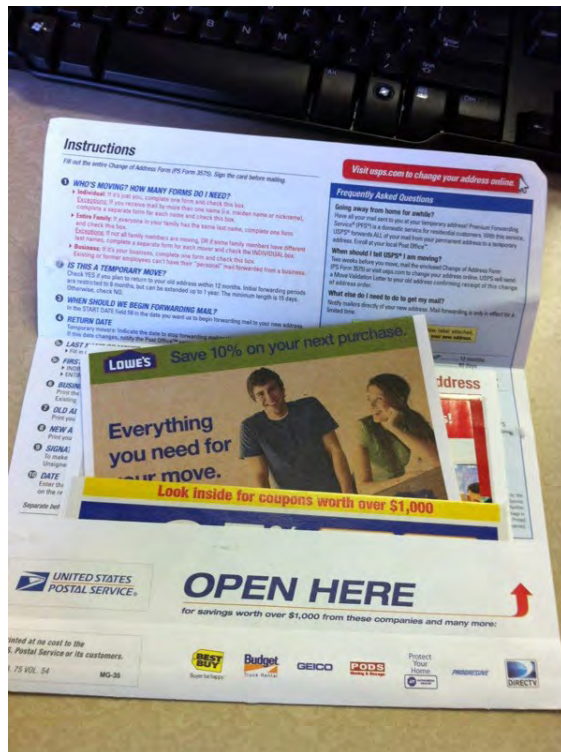
Some examples of District Branding (left and right)



* Source: Rutgers University

INCREASE DRAW OF CUSTOMERS

Helping local businesses, both old and new, capture more customers from the Primary and Secondary Trade Areas will likely be an important component of any SID. Recommendations outlined in this report include:



MARKETING/PROMOTION OF THE COMMERCIAL NODE SO RESIDENTS KNOW WHAT IT HAS TO OFFER

Because Maplewood Corners is replete with convenience-oriented retail offerings, ensuring that new residents know about it is an important marketing tactic. In some communities, businesses rally together to prepare “Welcome Packets” that are sent to new residents and include business lists and promotions from local businesses. The goal is to find new customers by inviting residents to try out services and products before they established shopping habits that take them elsewhere.



BROADEN AND INCREASE RETAIL OFFERINGS

A strong set of retail offerings is the best calling card for a commercial district. In Maplewood Corners, there are opportunities to improve the offerings by building out the tenant mix, particularly in retail categories where there is unmet demand. Given the limited anticipated SF coming on line in the immediate future, any effort to improve tenant mix at this time will likely be limited to enhancing and building upon the existing convenience offerings. This means that any new retail will probably fall into the following retail categories: small format general merchandise, convenience stores, quick service restaurants (both drop-in and take out), and health and personal care stores.

A robust retail attraction effort will require a steward for the district who has the time/resources to identify potential tenants and help landlords fill vacancies. As previously discussed, an SID would be in a position to fill this role.

An example of “welcome packets” (left) and some examples of existing retail options in Maplewood Corners

STATE AGENCY WALK, TALK AND ACT TOUR

On June 18, 2014, the Team conducted a State Agency Walk, Talk and Act meeting and tour of the Corridor. The objective was to present the priorities for the Corridor, and discuss the steps needed to implement them. Representatives from State and County Agencies included the Department of State OPA, NJDOT, NJTPA, and Essex County.

Topics discussed during the meeting included the collaboration for the DOT TAP Grant application, the formation of the Irvington Avenue Corridor Working Group, the Fronts program (which could serve as a precedent for the Maplewood Corners façade improvement program), and the next steps for implementing Maplewood Corners priorities.

The tour, which took place after the presentation, started from the South Orange Train Station and traversed all four sections of the Corridor (Downtown South Orange, Seton Village, Ivy Hill and Maplewood Corners) before arriving back at the Maplewood Municipal Building.



The State Agency Walk Talk and Act Tour began and finished at the Maplewood Municipal Building



Graphic depiction of the priorities established in this study. An unabridged version of the Planning and Implementation Agenda can be found attached to this document



CONNECTING
PEOPLE, PLACES,
AND
POTENTIAL.

Planning and Implementation Agenda: Irvington Avenue: Creating a Complete Corridor

1/13/2015

This table prioritizes the recommendations put forth in the Irvington Avenue: Creating a Complete Corridor. Successful implementation of plans requires strong local support and action, as well as assistance and funding from Essex County, the State of New Jersey, and possibly national sources. These actions are illustrated in the Planning and Implementation Agenda.

Priority	Program/Improvement/Activity	Detail	Target Date	Possible Assistance (Funding & Technical)	Responsibility
1. Create a Complete Streets Plan for Irvington Avenue	a. Create an “Irvington Avenue Corridor Working Group” to advance mobility and wayfinding issues and improvements	Maplewood, Newark, and South Orange, Irvington and Essex County to work together. Goal is to have a unified voice to improve the corridor and seek funding opportunities together. A longer term goal could be a shared services agreement between the municipalities.	SHORT	N/A	LEAD: Township of South Orange, Maplewood Township and City of Newark, City of Irvington SUPPORT: Essex County
	b. Conduct a Multi-Modal Feasibility Study based on the proposed Bike Network Plan	• This will be an important part of a more detailed corridor plan that the communities and the county will want to work toward. The corridor will need in-depth engineered corridor plan that will include the bike and pedestrian improvements recommended in this study. • Obtain volume, speed, and classification counts along Irvington Avenue and assess the utilization of on-street parking over weekday/weekend time periods. • Make speed limits consistent along Irvington Avenue Corridor	SHORT	Essex County, NJ DOT Transportation Alternatives Program (TAP) Grant, NJTPA Local Safety Projects, NJDOT Community Transportation Planning Assistance Program, NJTPA's Transportation Alternatives Program	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
	c. Relocate Bus stop at Rosehill Plaza from Union Ave to Hudson Ave	To better align with the plan for Rosehill Plaza, the bus stop should be placed at the intersection of Hudson Avenue and Irvington Avenue	SHORT	Essex County, City of Newark, Maplewood Township, NJ DOT TAP Grant	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
	d. Formally delineate existing on-street parking and bus stops - completed in conjunction with the Multi-Modal Feasibility Study to avoid striping locations that may be repurposed for bike lanes.	Add striping to existing locations along Irvington Avenue where on-street parking is available - similar to what is currently provided along Irvington Avenue in the Maplewood section. This will help manage traffic and reduce speeds -	SHORT	Essex County, City of Newark, Maplewood Township, Township of South Orange, NJ DOT TAP Grant	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
	e. Implement streetscape improvements along Irvington Avenue	The plan recommends a uniform treatment across the various municipalities to create a sense of arrival and identity to Irvington Ave. Coordinate with Essex County Complete Streets Plan Improved: • wayfinding signage • street trees • lighting • street furniture • ADA accessibility	MEDIUM	Essex County, NJ DOT TAP Grant, NJTPA TIP Funds, DEP Community Forestry Program	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
	f. Upgrade pedestrian accommodations and bus stops along the corridor - in conjunction with the Essex County Complete Streets Plan.	Widen sidewalks, create ADA-compliant access, provide high visibility crosswalks and bus shelters along Irvington Avenue.	MEDIUM	Essex County Complete Streets Plan, NJ DOT TAP Grant, NJTPA TIP Funds, Rutgers CAIT (TA), NJDOT Safe Routes to School Grant, NJ DOT Safe Routes to Transit Grant	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
	g. Implement a Bike Route along length of Irvington Avenue	Coordinate with Essex County Complete Streets Plan. Sharrows, dedicated bike lanes, and cycle track	MEDIUM	Essex County Complete Streets Plan, NJ DOT TAP Grant, NJTPA TIP Funds, TIGER Grants, NJ DOT Safe Routes to Transit Grant	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark

h. Construct bulbouts at the intersection of Irvington Avenue, Clinton Avenue, and Parker Avenue	Coordinate with Essex County Complete Streets Plan. Bulbouts to be placed at "Hillcrest Place" and "Clinton Crossroads"	MEDIUM	Essex County Complete Streets Plan, NJ DOT TAP Grant, NJTPA TIP Funds, NJTPA's Transportation Alternatives Program	LEAD: Maplewood Township SUPPORT: Essex County
i. Implement a bike share program along the entire corridor	Work with South Orange to build from their program, which runs from Seton Hall to the South Orange Train Station along Irvington Avenue	MEDIUM	Essex County, Township of South Orange, Seton Hall University, NJ DOT TAP Grant	LEAD: Essex County SUPPORT: Township of South Orange, Maplewood Township and City of Newark
j. Work with Rose Hill plaza to create better pedestrian connections to their retail plaza	The plan recommends a dedicated pedestrian entrance along Irvington Avenue.	SHORT		LEAD: City of Newark
k. Work with Walgreens to create better pedestrian connections to their store	The plan recommends removing some of the surface parking at Walgreens to create a dedicated pedestrian walkway from the corner at Manor drive to the store entrance	SHORT		LEAD: City of Newark
l. Adjust parking rules to accommodate the needs of the local businesses	• Create 2-3 dedicated parking spaces in front of Adassa daycare where short-term parking is allowed for drop/off or pick/up only between the hours of 7:30-9:30am and 4pm-6pm. • Prohibit parking on either side of the entrance to the Vailsburg Child Development Center at Ivy Hill due to visibility issues	SHORT		LEAD: Maplewood Township

2. Increase Management Capacity of "Maplewood Corners"* *See item 3f. below	a. Create a Merchants Association among local businesses in the Maplewood section of Irvington Avenue from Hillcrest Road to Franklin Terrace.	1. Conduct Outreach: • Convene meeting, potentially as subcommittee to the Chamber of Commerce, to share the findings of the study. • Create a property and business owner database • Establish merchant leadership of the subcommittee/group • Host regular meetings to ensure ongoing communication with merchants about corridor improvements and discussions about corridor needs. Common concerns will drive participation. 2. Develop Strategy: • Develop mission, vision, objectives, by-laws • Develop strategic plan • Develop marketing plan • Create membership agreement and dues structure • Acquire incorporation, non-profit status	SHORT	NJ DCA LPS General Planning Services	LEAD: Individual business in this section of Irvington Ave from approximately Hillcrest Road to Franklin Terrace. SUPPORT: Chamber of Commerce, Maplewood Township
	b. Potential to establish a Maplewood Corners BID/SID (managed by a volunteer committee, the existing SID, and/or overseen by the City to minimize or eliminate staffing costs)	• Merchant Association to evaluate the possibility of implementing a SID for "Maplewood Corners" by assessing merchant interest (surveys, meetings) • Raise funds to support a SID formation effort (\$20K) • Estimate the SID assessment (Try to keep assessments below \$1,000 to remain within an amount that seems reasonable to property and business owners. Using a simple assumption of a \$1,000/year per property might result in a projected combined assessment of \$26,000.) • Work with the Township of Maplewood and the existing Maplewood SIDs to discuss a management structure that eliminates or minimizes the need for a paid staff person, which will make this effort prohibitively costly. This could mean housing the BID within the Township and forming a volunteer committee or paying the director of the existing BIDs to take on Maplewood Corners.	LONG	NJ DCA LPS General Planning Services, Main Street NJ	LEAD: New Merchants Association SUPPORT: Maplewood Township, Chamber of Commerce

3. Improve "Maplewood Corners"* physical environment *See item 3f. Below	a. Improve Irvington Avenue’s ability to handle other modes, like bikes and pedestrians	Midblock crossing at Hillcrest Road, bulbouts at Clinton Crossroads, bike lanes as detailed in the Irvington Avenue Bike Plan	SHORT	NJ DOT TAP Grant, NJTPA TIP Funds, County DOT, NJTPA's Planning for Emerging Centers program	LEAD: Essex County SUPPORT: Maplewood Township
	b. Change zoning to accommodate three floors of residential over retail	Current envelope is 30' height limit at the lot line and up to 50' after a 1:1 setback. Recommended envelope is to move 48' height limit to lot line. This will better define the street edge and allow for the type of density needed to support the neighborhood retail below	SHORT	NJ DCA LPS General Planning Services	LEAD: Maplewood Township SUPPORT: New Merchants Association
	c. Explore feasibility of redevelopment sites	Opportunities include current site of the Town and Country Pharmacy, Credit Union site, and two parking lots along Parker Avenue owned by Saint Andrew Kim Church and Valley National Bank. Discuss concept redevelopment plans with property owners.	SHORT	NJ DCA LPS General Planning Services	LEAD: Maplewood Township SUPPORT:
	d. Create a new seating areas	Potential sites include Hillcrest Place, Northwest corner of Clinton Corners, and lawn in front of Saint Andrew Kim Church(potential location for a children's playground). Pocket parks and seating areas are desired	SHORT		LEAD: Maplewood Township SUPPORT: New Merchants Association
	e. Implement a Pocket Park at the end of Hillcrest Road	Explore opportunities such as a juice bar or other retail frontage that opens to the space	SHORT	NJ DEP Green Acres	LEAD: Maplewood Township SUPPORT: Chamber of Commerce
	f. Rebrand the Maplewood section of Irvington Avenue from Hillcrest Road to Franklin Terrace to have a unique identity and name.	Community to determine a new name for the rebranding of this section of Irvington Avenue. The plan recommends using the name "Maplewood Corners". Note: A similar effort is ongoing in the South Orange portion of Irvington Avenue.	SHORT		LEAD: New Merchants Association SUPPORT: Maplewood Township, Chamber of Commerce
	g. Create a Façade Improvement Program	Implement high-impact, low-cost improvements to retail facades. This may include painting, highly visible signage (blade signs), and clearing clutterwindow displays. This could be done through avolunteer-led "commuinty clean up day", or if funding is available, with support from a design consultant.	SHORT		LEAD: Maplewood Township SUPPORT: Chamber of Commerce, New Merchants Association
	h. Create a better-managed streetscape	Regular trash pickup, repaired and maintained streets and sidewalks, clear and attractive signage	SHORT	NJ Clean Communities Funds	LEAD: County DOT, New Merchants Association SUPPORT: Maplewood Township
	i. Implement a Shared Parking Plan	Neighborhood businesses to work together to encourage shared parking, and take advantage of currently underused lots. Better signage to inform customers where they can park	SHORT		LEAD: Maplewood Township SUPPORT:
4. Increase draw of customers from surrounding area to come to the newly branded "Maplewood Corners"	a. Broaden retail offerings by targeting retail categories identified in the merchandise plan (Food Services (sit-down and casual/café); Services)	Share market data and merchandising plan with the local brokerage and property owner community. Create a Retail Recruitment page on the Maplewood Township website for retailers looking to open a business in Maplewood, with information on "Maplewood Corners". Host a Real Estate event inviting members of the real estate community to learn about the opportunity and vision for "Maplewood Corners."	MEDIUM	NJ BAC Technical Assistance to Business Program	LEAD: New Merchants Association SUPPORT: Maplewood Township
	b. Improve corner of Clinton to Irvington Avenue	Install sign/clock at the corner of Clinton Avenue and Irvington Avenue; add a low brick wall to screen parking lot to seating area	MEDIUM		LEAD: New Merchants Association SUPPORT: Maplewood Township

Timeline Legend SHORT: 3-6 months, MEDIUM: 6-18 months, LONG: 18-36 months